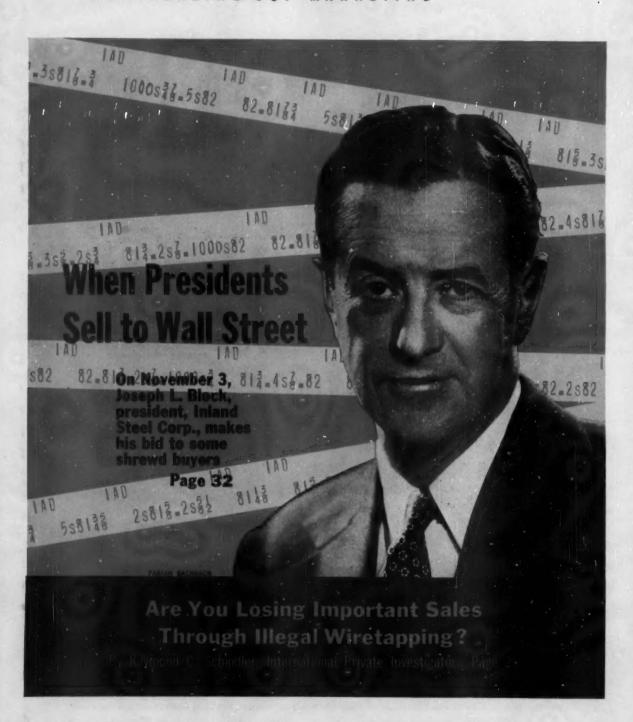
Sales Management THE MAGAZINE OF MARKETING





PICTURE-PACKED for reader interest

POWER-PACKED for sales results

... that's the CHICAGO DAILY NEWS



magazine

· Published every Saturday with the TRIPLE STREAK

CHICAGO DAILY NEWS

Circulation 1st 6 Months 1955 ... 608.076

CHICAGO NEW YORK MIAMI DETROIT ATLANTA SAN FRANCISCO LOS ANGELES
Daily News Plaza 45 Rockefeller Plaza 200 S. Miami Ave. Free Press Building 57 Forsyth St., N. W. 703 Market Street 1651 Cosmo Street

Iccalls leads ALL Magazines in Toiletries and Drugs Advertising Gains!

GAINS AND LOSSES IN TOILETRIES AND DRUGS ADVERTISING

(First 6 months, 1955 vs. first 6 months, 1954)

MAGAZINE	ADVERTISH GAMED O	NG PAGES OR LOST	DOLLAR REV		
McCall's			475,176		
Parade	18.32	GAIN	468,581	GAIN	
Ladies' Home Journal		GAIN	270,631	GAIN	
True Story Wom. Group	8.22	GAIN	215,470	GAIN	
First 3 Markets Group	7.30	GAIN	166,280	GAIN	
Look	3.06	GAIN	265,749	GAIN	
American Weekly		GAIN	73,401	GAIN	
This Week	1.90	LOSS	40,888	GAIN	
Good Housekeeping	2.52	LOSS	82,798	GAIN	
Life	6.48	LOSS	87,977	GAIN	
Saturday Evening Post	8.74	LOSS	54,462	LOSS	
Woman's Home Companion	15.57	LOSS	273,683	LOSS	

(SOUNCE, ALL FIGURES: PIB)

NEW TOILETRIES AND DRUGS ADVERTISERS IN McCALL'S IN FIRST SIX MONTHS OF 1955

Ban
Beauty Counselors Cosmetics
Blue Jay Foot Products
Bobbi Permanent
Cashmere Bouquet
Coty "24" Lipstick
Cuticura Toilet Preparations
Deep Magic Cleansing Lotion

Flame-Glo Lipstick
Halo Shampoo
Ice-Mint Foot Cream
Johnson & Johnson Cotton Buds
Lustre-Creme
Mum
Murrine
Palmolive Soap

Pro-Phy-Lac-Tic Tooth Brush Refax-A-Cizor Reducing Method Revlon Aquamarine Lotion Revlon Love Pat Unguentine VIV Lipstick Yardley Lavender In the cold, hard figures of dollars and cents advertising revenue gained—and in the number of actual pages gained—for toiletries and drugs advertising during the first six months of 1955, McCall's leads every magazine in America!

It is quite evident more and more advertisers are recognizing the sales value of McCall's inspirational and educational approach to beauty.

Millions of women turn first to McCall's as their personal beauty consultant. Why? Because McCall's does not promise superficial glamour, but inspires the average woman to make the most of her looks, to be more naturally attractive—and shows her how! In this way McCall's helps her to become a complete woman, a happy woman, enjoying the recognition and appreciation of her family and friends.

Throughout every issue McCall's editorial features appeal to *all* the interests of today's woman, including her family.

In no other magazine today can an advertiser influence this woman with more effect than in McCall's.

McCalls

...the magazine of Togetherness in over 4,500,000 homes every month!

NOVEMBER J, 1955

BBN Newsletter

- New Ingredient
- Selling PointCash Campaign
 - 4 Modern Theme



Less than a year ago, chances were 10 to 1 that a woman who bought Underwood Deviled Ham would use it exclusively for sandwiches or snacks. Today, however, Wm. Underwood Company is broadening the market for this 88-year-old specialty product. Coaxing ladies to try Underwood Deviled Ham as a new ingredient in main-dish meals, color ads show how it "Glorifies everyday foods." BBDO Boston.



2 The longbow of Robin Hood is now speeding the sales message of the Wildroot Company, Inc., to televiewers across the country. And to make sure this new CBS adventure series hits home, Wildroot introduces a new theme—"Wildroot Cream-Oil Hair Tonic gives you confidence." Commercials combine drama and straight selling. Starring Richard Greene, Robin Hood is co-sponsored by Wildroot.



Week after week, nearly half a million more people pay cash for The Saturday Evening Post than for any other general magazine. This new promotion campaign shows why the weekly that people spend most cash for is the one they spend most hours with. An interesting extra is quips and quotes by top advertising men who read the Post. Ads appear regularly in newspapers, advertising-trade magazines.



When new-model cars hit the market, so does new-model advertising. Here is one of the first insertions for the "1956 De Soto . . . designed for the super-highway age." Glamorous photos show that one picture of De Soto styling is worth a thousand miles of words. Copy tells the inside story of push-button driving, high torque engine and many other new super-highway features. BBDO Detroit-New York.

BATTEN, BARTON, DURSTINE & OSBORN, INC. Advertising

BEW TORE - BOSTON - BUTFALO - CHICAGO - CLEVELAND - PITIBURGE - MINHEAPOLIS - SAN FRANCISCO - SEATTLE - BOLLTWOOD - LOS ANGELES - DETROIT - DALLAS - ATLANTA

NOVEMBER 1, 1955

EXECUTIVE OFFICES: 386 Fourth Ave., New York 16, N.Y., LExington 2-1760

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SALES MANAGEMENT, with which is incorporated PROGRESS, is published semi-monthly on the first and fifteenth except in May, September and November when it is published on the first, tenth and twentieth. Affiliated with Bill Brothers Publishing Corp. Entered as second class matter May 27, 1942, at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to 386 Fourth Avenue, New York 16, N. Y.



Your Advertising

to Your

Prospects' Needs!

Every salesman knows his sale is half made if he is there WHEN the prospect is ready to buy. This doesn't happen often in personal selling, but it occurs constantly among the 65,000 product selectors who rely on Industrial Equipment News for product news and information. You cannot control the time when Mr. Buyer and Mr. Specifier are ready to act.

But you can be sure of being well represented when that time comes.

The 65,000 readers of IEN who influence the choice of industrial products will help you to time your sales calls to your best advantage. This they do by looking for your ad at the right

Where do they look?

IEN is read for only ONE reason . . . for product information to be used in purchasing.

And as it contains more product information than any other industrial paper it is the one most frequently consulted.

It is looked through for product news.

It is constantly referred to when specific buying needs pop up.

IEN's exclusive Front Page Product Finding Index is another reason why it is the paper most often referred to.

This means that when 65,000 product pickers are looking for products like yours they will look for them in IEN . . . TIMING their needs to the opportunity you offer.

Industrial Equipment News

Details?



BPA 461 Eighth Avenue, New York 1, N. Y. NEP . . . Affiliated with Thomas Register



WHERE ARE WE GOING TO MEET?

It is no longer a painful task to find just the right site for your large or small meeting, traveling show or special convention. Just write down these facts:

- 1. Number of people to attend.
- 2. Number of days to run.
- 3. Probable dates.
- 4. Preferred areas or cities.
- 5. Hotel facilities you require.

Send these facts (in a letter) to Meeting-Site Service (a division of SALES MEETINGS' Research Department). Without charge, a check will be made of all available hotel facilities to meet your requirements and a list of possible sites will be sent to you with color brochures. For this free service, simply write:

MEETING-SITE SERVICE SALES MEETINGS MAGAZINE

1212 Chestnut Street Philadelphia 7, Pa.

EXECUTIVE OFFICES New York 16, N. Y.

LExinaton 2-1760

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Edward S. Hoffman \$3.00 a year; Canada \$9.00; Foreign, \$15.00

SALES MEETINGS

Issued as Part II of SALES MANAGEMENT, January, April, July, October, November, Editorial and production office: 1212 Chestnut Street, Pilia delphia 7, Pa., Kingsley 4-3545; Philip Harrison, General Manager; Robert Letwin, Editor.

PRESIDENT AND PUBLISHER Raymond Bill GENERAL MANAGER Philip Salisbury EXEC, VICE-PRESIDENT......John W. Hartman TREASURER..... Edward Lyman Bill

MEMBER







Copyright Nov. I, 1955 by Sales Management, Inc.



THERE'S A NEW SOUND IN THE SKY.

It's the distinctive sound of the VISCOUNT—world's first turbo-prop airliner! Powered by four Rolls-Royce engines and proved by over a billion passenger miles, this quieter, smoother airliner marks the advent of a new age in flight.

Now you can enjoy this new concept in flight between — Chicago, Pittsburgh, Washington, Norfolk . . . Expanded service soon!

Capital AIRLINES



even when wet. How could this advantage best be illustrated on television? Twenty-five different ways of illustrating "wet strength" were tested on "live" camera in the TV Workshop...

Piped live by closed circuit, these tests were watched on sets in the J.Walter Thompson Company office under actual broadcast conditions. Here, the famous Scotkins "apple dunking" test was picked as the most effective demonstration

J. Walter Thompson Company TV Workshop expands to 4-times-larger quarters

So successful has the J. Walter Thompson TV Workshop proved, it has had to expand into fourtimes-larger quarters.

The new studio is fully equipped with Dage television cameras, sound motion picture cameras and projectors, and sets lighted by batteries of Kleigs.

A closed-circuit cable connects the Workshop with sets in the J. Walter Thompson office.

Thus, when a new commercial is being created in the Workshop, the whole group of Thompson people concerned can watch its development. On sets in the office

they see the commercial as it would appear in an actual television broadcast. This saves time and money, since each step in the development is checked by the group as work progresses.

The group can make sure your product looks right on TV. They can help select models. Any flaws in the commercial can be picked out and quickly eliminated —before incurring the costs of finished production.

Because the Television Workshop serves as a "proving ground" where the creative minds and the technical minds can work out problems together, even the best ideas are given an additional lift. The end result is more effective commercials, made to a higher standard of quality.

If you would like to know more about the Television Workshop—or see it in action the next time you are in New York—write to the J. Walter Thompson Company, S11, 420 Lexington Ave., New York 17, N. Y.

Other offices in: Chicago, Detroit, San Francisco, Los Angeles, Washington, D. C., Miami, Montreal, Toronto, Mexico City, Buenos Aires, Montevideo, Rio de Janeiro, São Paulo, Santiago (Chile), London, Paris, Antwerp, Frankfurt, Milan, Johannesburg, Port Elizabeth, Cape Town, Bombay, Calcutta, New Delhi, Sydney, Meibourne.

EDITORIALS

They Are New and Improved!

Executives in other professions are wont to kid sales executives a bit when they blow the bugles and announce their new and improved products.

T. H. (Tom) Keating, general manager of Chevrolet, which contributes \$4 billion to General Motors' \$13 billion in sales, is a former sales chief himself. In introducing his 1956 Chevvies he said, "It is the finest automobile we have ever built."

Keating reported that a friend was skeptical and said, "Every year you bring out the most glamorous, the most colossal and most stupendous model the world has ever seen. Honestly, don't you think you're spreading it on a bit thick?"

Keating's reply: "My critic displayed little understanding of the auto industry. Every year we make advances in our product—in some years a great many, in others not so much. But with each model, we must move forward. Once a manufacturer takes away quality—once a part 'almost as good' has been substituted—that manufacturer is in serious trouble. It is a law forged in the heat of the most competitive business on earth and a law we have learned to live with and abide by."

Selling Built This Industry

The vice-president and sales manager of American Airlines, Inc., Walter H. Johnson, Jr., says it well:

"The story of how air transportation grew from nothing into one of America's most vital industries, which in one form or another today touches everyone, is one of the great sales stories of the 20th century."

Great selling begets public esteem. The public's interest in and respect for the air transportation industry, which simply did not exist 25 years ago, was typified by the eight-column headline in the New York World-Telegram & Sun on the day that Juan Trippe, president, Pan American World Airways, announced the purchase of \$269 million worth of Douglas and Boeing jet airplanes, which can fly from Chicago to London in six hours and 45 minutes, a distance of 3,950 miles.

Walter Johnson rightly reminds us that "this great industry is a dramatic illustration of the effect of salesmanship on progress and growth, dramatized even more by the fact that traditionally salesmanship has not been outstanding in the field of transportation. In a sense, transportation companies have existed on the basis that the award of a franchise carried with it the opportunity to sit back and wait for business to come to the recipient."

The top executives of the air transportation industry are far more marketing-minded than executives in many service industries. But

AMONG ALL

NEW JERSEY

CITIES WITH

POPULATIONS

OVER

100,000

Passaic-Clifton

RANKS FIRST

IN

PER CAPITA

INCOME ...

\$236 HIGHER

THAN THE

NATIONAL

AVERAGE

THE HERALD-NEWS of Passaic-Clifton

New York General Advertising Office 18 East 41st Street, New York 17

JAMES J. TODD, Manager

What else gets you retailer











In fashions, for example...

- Sixty blue-chip stores requested "in" on LOOK's latest fashion promotion—sight unseen
- From New York's Henri Bendel to California's I. Magnin, the praise is still pouring in
- "The Continental Look" points up LOOK's leadership in creative merchandising that sells

Once again, LOOK sets the pace in merchandising. This time in the field of fashion, where fresh, bright new ideas are as welcome as customers.

When word was dropped to the trade that LOOK's "The Continental Look" promotion was being planned, 60 of America's top department stores asked to be included—sight unseen! LOOK's fashion staff hadn't yet gone to the Paris showings. The participating designers hadn't made their copies. The manufacturers hadn't cut the goods. Still, guided by the success of LOOK's "Print Bride" promotion and the 19½ million readership of the magazine, John Wanamaker and Carson-Pirie & Scott and I. Magnin and Garfinckel (the list reads like a "Who's Who")—all 60 leaders wanted "in."

response like LOOK ?







Drug: Some 3,500 retailers and 32 national advertisers tied in with the latest of LOOK's semi-annual drug events, based on "The Complete Medicine Chest" theme. A complete report on the success of this promotion is available on request.



Food: So far in 1955, 36,000 food stores from coast to coast have tied in with three big LOOK promotions. These stores ran 1,700,000 lines of local newspaper ads, through which LOOK advertisers got millions of additional reader impressions.



Liquor: During the coming Christmas season, hundreds of liquor stores will send to their best customers hundreds of thousands of special brochures highlighting LOOKadvertised brands. These brands are assured of strong dealer support.



Menswear: Fifteen hundred leading menswear stores will capitalize on LOOK's Val-entine's Day promotion. A recent study shows that menswear retailers rank LOOK's merchandising aids over those of Life, Collier's and The Saturday Evening Post.

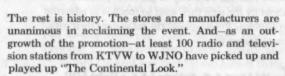


Appliance: More than 2,000 appliance outlets will tie in with LOOK's second annual "Make It a Great Day for Mother" promotion next Mother's Day. Advertisers still have time to participate in this storewide selling jamboree.



Automotive: LOOK plans two big 1956 automotive promotions-one for car dealers, the other for parts dealers. In last May's National Safety Check, co-sponsored by LOOK, 1,421,000 cars were inspected, with one out of five needing parts and repairs.





The success of just this one promotion in one field clearly demonstrates the power LOOK exerts throughout the retail market . . . where the sales are made!

What can LOOK merchandising do for your product? Let's arrange a date to give you all the fascinating facts and figures. Just write to Dick Harmel, Merchandising Mgr., LOOK, 488 Madison Ave., New York 22, N. Y.

moves merchandise...FAST



"Because Business Publications bring us vital news of people and products..."

says ALFRED E. PERLMAN, President, New York Central Railroad

"... we read the business magazines of our field widely and regularly."

Consider the number of fields that affect railroad operations, and you can see why dozens of Business Publications are "never missed" by Mr. Perlman and his associates.



Top men in every business feel this same way about the Business Publications they read regularly. They like the timely, pertinent information they get from alert reporters and businessmen writers... and they like the new ideas and product information they get from the advertisers. These advertisers know that the best way to get their products read about by the men they want to reach is to advertise in Business Publications—the magazines their prospects "never miss".

NATIONAL BUSINESS PUBLICATIONS, INC. 1413 # Street, N. W., Washington 5, D. C. • STorling 3-7535

The national association of publishers of 173 technical, professional, scientific, industrial, merchandising and marketing magazines, having a combined circulation of 4,098,937 . . . audited by either the Audit Bureau of Circulations or Business Publications Audit of Circulation, Inc. . . . serving and promoting the Business Press of America . . . bringing thousands of pages of specialized know-how and advertising to the men who make

decisions in the businesses, industries, sciences and professions...pin-pointing the market of your choice.

Write for a list of the NPB publications and the "Here's How" booklet, "How Well Will We Have to Sell Tomorrow?", written by Ralston B. Reid, Advertising & Sales Promotion Manager of the Apparatus Sales Division, General Electric Company.



there is evidence that service organizations are now willing to invest more money in promotion because they know that people can be interested in expressing a desire for more wants. The savings banks of the State of New York, for example, are now embarked on a promotion to humanize themselves.

Not many industries have the problem that the air people did a quarter of a century ago: overcoming fear for personal safety. "Our early sales analysts, in studying the market and the objections to the sale of our product, decided quite wisely that safety as such could not be sold. Instead, we bent all our energies to the production of a superior product which carried with it implications of safety, and then built a story of the utility of air transportation, so that our potential customers found themselves in the position where the benefits of air transportation outweighed the emotional characteristics of fear."

Can the auto industry, in 1956, do what the aviation industry decided was impractical? An important part of the promotion in 1956 for Ford and Chrysler cars, at least, will be safe*y belts. The auto industry has always sold comfort at d style and snob appeal, and has been phenomenally successful. There are serious doubts that the appeal of safety belts is as promotable as other features.

The airlines don't hesitate to take business from each other and, as every air traveler knows, they don't hesitate to be accommodatingly helpful to passengers who wish to use other carriers. The airlines never fail to sell the industry. But they have always gone far beyond taking care of present customers. They constantly seek to enlarge the market for air transportation. As a result, Florida has been changed from a winter resort to one of America's greatest year-round vacation lands. The emphasis in European travel has been shifted from the well-to-do to the average American. It has completely revolutionized the entire economy of the Caribbean and has changed the living, working, and vacation habits of millions of our own citizens.

Walter Johnson's reminder to all of us: "None of this has come about through accident. It has been a planned force utilizing the best techniques of market analysis, advertising, sales promotion and personal salesmanship."

Wiretapping Involves Sales

If you are the chief executive officer or the top sales chief, you'll want to have second thoughts about the privacy of your business telephone calls. The president of a liquor company described in "Are You Losing Important Sales Through Illegal Wiretapping?" by Raymond C. Schindler, international private investigator, on page 25, learned the hard way that "It can happen to me."

Advanced information on mergers and stock splits is literally worth thousands and thousands of dollars to unscrupulous businessmen. There are so many mergers and so many splits that almost no company of reasonable size is immune from the possibility of having its home office lines tapped.

We publish Ray Schindler's report on both legal and illegal business wiretapping not to shock you, but to call your attention to a kind of activity that most people would never associate with business.

To give you
a complete
selling program
to radio and
electronic engineers,

IRE provides all 3!

"Proceedings of the I. R. E."

puts your product promotion monthly before the "thinking and doing" engineers in the fabulous, fast-moving radio-electronic industry. Circulation 41,625 (ABC)

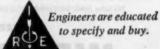
IRE DIRECTORY

provides 35,000 engineers educated to buy and specify with your detailed product data for ready reference all year long.

RADIO ENGINEERING SHOW

...the eye-opening event of each radio-electronic year...where over 40,000 engineers come to you for all that's new.

For complete facts, ask IRE about all 3!



The Institute of Radio Engineers

Adv. Dept. 1475 Broadway New York 36, N. Y. BRyant 9-7550 Selling the "Board of Directors" means BIG BUSINESS on Midwest farms!



MOTION TO EXPAND CARRIED UNANIMOUSLY BY THE FARM "BOARD"

BIG PLANS . . . and little plans, too . . . take the full family vote on Midwest farms, where farming is big business and the family is the "board of directors."

Office and home are one on Midwest farms and sales go to the firms that apply this simple selling formula: Regular advertising in Midwest Unit Farm Papers-preferred by readers, dealers and advertisers (see charts).

Get your copy of our tenth annual Survey of Farm Buying Intentions. It lists buying estimates of amazing totals on 324 different kinds of products and services needed by 1,293,633 Midwest farm families. It will be a real help in determining your sales potential in the richest farm market in the world-where income is double the national average and farmers are your dealers' best customers!

Sales offices at: 59 E. Madison St., Chicago 3...250 Park Avenue, New York 17... 110 Sutter Street, San Francisco 4 . . . 672 South Lafayette Park Place, Los Angeles 57

it's time to be SELECTIVE in Midwest Farm Market Advertising!

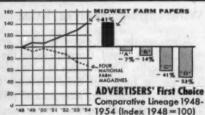
MIDWEST FARM PAPER UNIT

m Magazine "D" 2%

READERS' First Choice A survey of 6,049 Midwest farms, supervised by Batten, Barton, Durstine & Osborn, Inc., advertising agency.

MIDWEST FARM PAPER UNIT

DEALERS' First Choice 4,186 Inquiries mailed by hardware wholesalers. Other dealer preference surveys available on request.



ADVERTISE IN

DWEST Farm Paper UNIT



WHERE FARMING IS BIG BUSINESS. . AND GOOD LIVING!



There's plenty of Long Green (Md.) in America's true small towns. Penny (Ky.) and Nickell (Ky.) are only the beginning. There are thousands more.

Your true small town combines a population of 2500 or less with a location beyond the orbit of any major city. It's an uncomplicated place where traffic-light salesmen find slim pickings.

But not advertisers. For here is America's least exploited market—simply because most magazines, and even most TV stations, don't reach it. Actually, there's one publication—just one—that scores a bull's-eye in it. That publication is Grit. A thunderous 58.58% of Grit's 800,000-plus circulation is delivered in small towns—a greater proportion by far than that of any other national magazine.

There's nothing else like Grit. It reflects smalltown attitudes and interests with the fidelity of a 150-line-screen engraving. It reports and interprets news, covers household and workshop activities, entertains, inspires. It's as optimistic and wholesome as the people who read it.

These people buy Grit-advertised products. Twenty reader surveys—one each year—have demonstrated beyond doubt that advertising in Grit increases small-town preference for any consumer product.

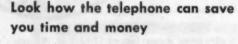
Cost? You can buy a consistent, dominant campaign for about \$1 per year for each of Grit's 16,000 towns. That's an expenditure plenty Tiny (Va.) for a return that can be Mammoth (Ariz., Mo., Pa., Utah, W.Va.).

Grit Publishing Co., Williamsport, Pa. • Represented by Scolaro, Meeker & Scott in New York, Chicago, Detroit, Philadelphia; and by Doyle & Hawley in Los Angeles and San Francisco



Are <u>your</u> communications geared for profit?





There is hardly any limit to the number of things you can get done—at a profit—through the planned use of the telephone.

The representative of 50 west coast lumber mills, for example, has increased sales 65% by Long Distance, without increasing his sales force.

A southern industrial equipment firm estimates it saves \$12,000 a year in selling costs by inviting out-of-town customers to telephone their orders collect.

A large midwestern manufacturing company reports it collects more than \$500 in overdue accounts for every \$1 spent for out-of-town calls.

As a result of these experiences—and those of hundreds of other firms—we have some specific suggestions about communications we'd like to pass along to you. Just call your Bell Telephone Business Office. There's no obligation. A representative will visit you at your convenience.

LONG DISTANCE RATES ARE LOW

Here are some examples:

Boston to New York		9	. 75¢
Des Moines to Minneapolis			. 85¢
Phoenix to Los Angeles .			\$1.10
St. Louis to Denver			\$1.60
San Francisco to Washingt			

These are the daytime Station-to-Station rates for the first three minutes. They do not include the 10% federal excise tax.

CALL BY NUMBER. IT'S TWICE AS FAST.

BELL TELEPHONE SYSTEM



LETTERS TO THE EDITORS

GLAD ABOUT GIBBS

EDITOR. SALES MANAGEMENT:

I was very much interested in seeing a section on direct mailing in your October 1 issue ("Direct Mail: Jack of All Jobs and Everybody's Medium," p. 70). I was particularly pleased that you had gotten Janet Gibbs to write it.

Having done business with Miss Gibbs for a considerable number of years, I know she will write an interesting and provocative column. As a matter of fact, the sample in the October 1 issue was already helpful and gives promise of more useful material

A. L. Plant

Advertising Manager Block Drug Co. Jersey City, N. J.

to come.

BEFORE YOU SIGN THOSE DANCING GIRLS . . .

Editor, Sales Management:

Fan letter to "John Loudon!" He is so right about TV commercials ("Are Your TV Commercials an Insult to Your Best Customers?" SALES MANAGEMENT, Sept. 20, p. 36) and

I have some sales figures to prove it. I left WGR and WKBW in 1947 to take over management of the Finely Green Advertising Agency. Most of our business at that time was radio. About two years ago our clients decided TV had come to stay, and they

started talking about commercials.

They were horrified and I was irritated when we were given quotations on film which started at \$2,500 a

In self-defense I bought two auricon sound cameras, a Bolex for stop motion, viewers, splicers, projectors and developing material. I hired a former newsreel man, who turns out to be an unsung genius on short-cuts, and I announced that Finley Green had a subsidiary ready and anxious to turn out TV film commercials.

One of our clients is a large regional food chain with a total radio-TV budget of \$200,000. . . .

Our first television commercials were artistic marvels. We built sets. We had puppets. We had cheese slices appearing on the scene like flying saucers, and I'm not sure that some of the viewers didn't think that's what they were. They sold some merchandise, but the buyer in the Dairy Department did not totter off to bed fatigued from filling extra store

After a bit of soul searching I

called a meeting. We ran all of the commercials that had been produced. and we tried to apply some rather rudimentary tests.

Following that meeting we took one of our client's products and we prepared 10 different 20-second spots. We shot them on DuPont film and developed them in our own darkroom in a couple of hours, and we arranged to show the film to a panel of housewives that evening.

The most direct and simple commercials were the ones our panel liked best. The preference of the panel was borne out in the stores.

I don't like formulas, but our greatest success has been with the announcement that lets the viewer know "what it is," "where it is sold," "why she should buy it." Sometimes the "reason why" is price. Sometimes it is superior quality, but it is never because the product has been clutched to the bosom of a dancing girl.

We use stop motion on occasion when we wish to illustrate a sales point: "Save 20% over Brand A, 25% over Brand B." We use dissolves to show a difference of quality.

Incidentally, with our own equipment, staff, and developing facilities, we are turning out these 20-second spots for \$50 each and making a profit.

Addison F. Busch

Ad Busch Inc. Buffalo, N. Y.

SHE'S SORRY ... WE'RE NOT!

EDITOR, SALES MANAGEMENT: I wonder if you are aware of the fact that for every name you have listed as a subscriber you might add the name of another interested reader. I am referring of course to the wives of the men who take SALES MANAGE-MENT and who look forward to each

That you recognize the importance of a congenial home is quite apparent in your articles and naturally we appreciate the expression of this viewpoint. I think that most of us now realize that we are part of a business team and find it most stimulating.

I'm sorry if I have overstepped my bounds into a strictly man's world, but I thought you would like to know that you are really reaching two for one in your coverage.

> Eleanor H. Lipps (Mrs. Richard C.)

Massapequa Park, N. Y.

(continued on page 17)

ADVERTISE where you SELL!

at little or no cost to you



PA Illuminated Clocks

increase your sales . . . build dealer goodwill . . . create a greater demand for your products. Pam Clocks are your on-the-spot salesmen, working for you 24 hours a day!

ILLUMINATION Dazzling colors with illumination catch the eye of every passerby!

DEALER PREFERENCE Every dealer needs and wants a clock for his store or

POSITION Gets the "top spot" right where your products are sold.

PERMANENCE Stays up for years and years with no weakening of its advertising power!

ATTENTION VALUE Everyone looks at a clock—and every look helps make

LOW COST Can be included in your current promotion program at little or no cost to your company.

PAMELA CLOCK SAYS . . .



432 Main Street, New Rochelle 1, N.Y.

Send full information to:

Company_

Is your Salesman Getting...





A BOOST ... or THE BOOT?

How often have you heard a salesman complain, "I sold the idea, but their Purchasing Agent gave the order to a competitor,"

It's a very common, a very sad story. But it has a simple moral: You've got to sell the Purchasing Agent, too. You've got to sell the PA on your product and on your company.

Advertising can help you do the job. That's why so many leading industrial advertisers use PURCHASING Magazine. Read regularly by the men responsible for 85% of industry's buying, PURCHASING gives you the largest available coverage of industrial PAs.

If you sell an industrial product ...

put PURCHASING power behind it!

PURCHASING MAGAZINE

205 East 42nd Street, New York 17, N. Y.

A basic magazine on any industrial advertising schedule!

NBP





A CONOVER - MAST PUBLICATION

Thank you, Mrs. Lipps. We are delighted that you find Sales Management interesting and helpful. Recently we ran an article by Helen Valentine, Editor-in-Chief of Charm magazine, on how women should dress (and not dress) for business meetings they attend with their husbands ("How to Dress for a Parade," Sales Management, Sept, 20, p. 62). Sylvia Porter, who writes a syndicated column in 118 newspapers, including the New York Post, picked it up, devoted a whole column to it and tells us that apparently it was the most popular column she has had this year.

WHAT ABOUT IT, RAILROADS?

EDITOR, SALES MANAGEMENT:

It was with a great deal of interest that I read the article on Rail Travel Credit ("Railroads Try It Again: Travel Credit Card," SALES MAN-AGEMENT, Sept. 1, p. 39).

AGEMENT, Sept. 1, p. 39).

We were one of the original users of the Rail Travel Credit Agency of 1947 which, as you comment, was practically discontinued a couple of years later. We also have a number of cards from the new series and expect that they will be used.

However, it certainly seems to us that the railroads have not done the kind of a job that could have been done to make it easy for them to handle, and to simplify and consolidate billing . . .

First, it seems to me that the idea of requiring a deposit has one definite advantage. It eliminates the people who do not expect to make serious use of rail credit. Whether the deposit should be several hundred dollars, as is the case with the airlines, or whether it should be perhaps as low as \$100, is open to question . . .

Second, I think the railroads are doing a lot of extra work which is not required. People customarily carry enough cash to take care of taxi fares, meals in hotels, and similar items. It seems to me that it will be perfectly valid and reasonable to say that rail travel cards were to be used for transportation charges only, or for transportation charges and charges in dining cars or club cars where the minimum amount was perhaps as high as \$15 or \$25, which would cover a group of people. A lot of small items of a dollar or two are going to create a lot of book work on the part of dining car stewards and the rail agen-

(continued on page 19)





You need AVIATION AGE

-Aviation's Technical Magazine

In AVIATION AGE you reach both important parts of the six billion dollar aviation electronic market . . . the original equipment market of aircraft, electronic equipment and systems manufacturers, and military aviation development commands . . . the replacement and maintenance market made up of airlines, business aircraft, service operators and military aviation operating commands.

within each of these aviation operating commands. Within each of these aviation groups, AVIATION AGE takes your product story to the *Technical Management men* who evaluate, specify and select electronic parts as well as other products, materials, equipment and services.

AVIATION AGE provides a technical information service—including important editorial treatment of electronics—for aviation's Technical Management men, covering:

RESEARCH & DEVELOPMENT - DESIGN ENGINEERING PRODUCTION ENGINEERING - AVIATION OPERATIONS MAINTENANCE ENGINEERING

Technical advertising fits in with this technical editorial environment. About two thirds of the 100,000 inquiries we receive a year are in response to such advertisements. If you have a story to tell about the specific properties, specifications and performance of your electronic parts for the

aviation industry—emphasize it! When you get technical, you're talking the language of aviation's Technical Management.

Management.

And note this: over 40 of your competitors, all with similar marketing goals, are now successfully using AVIATION AGE...drawing hundreds of inquiries and sales leads every month.

To get thorough coverage of your aviation market and

To get thorough coverage of your aviation market and inquiries from the men who specify electronic parts in aviation, use AVIATION AGE—the only magazine specifically designed for Aviation's Technical Management.



Aviation Age

A CONOVER-MAST PUBLICATION 205 East 42nd Street, New York 17, N. Y.



EPA

The magazine of Aviation
Technical Management

Third, rail travel agencies still do not have plates for stamping the charges in a machine such as the airlines and department stores use. This means that ticket clerks take a lot of time in filling out blanks. Take a firm whose corporate name is as long as ours. If the cards were issued with a plate and if similar machines were furnished to the ticket selling agencies in at-least major railroad centers, a lot of work could be saved.

Fourth, the railroads still seem to be using the basis of individual billing to the customer. I think if they would use a centralized "clearing house" in billing the customer for all rail travel through one agency, as the airlines do, the customer would appreciate it. We certainly would. Furthermore, I have suggested that if the customers were required to put up a deposit, perhaps a substantial one, this could be accumulated in the rail agency. To this the railroads themselves might also make a deposit. Then the "papers" signed by the card holder in the local railroad office might serve as a "draft" on the bank-ing system and the railroads would individually get their money with much less bookeeping than they do

Thanks for a chance to express one of my "pet peeves."

L. M. Cox

Vice-President and Comptroller Employers Mutual Liability Insurance Company of Wisconsin Employers Mutual Fire Insurance Company Wausau, Wis.

MAP MAPS SALES PLANNING

EDITOR, SALES MANAGEMENT:

Your "County Outline Retail Sales Map" (see "A Time Saver List of Sources for Maps for Sales Executives," SALES MANAGEMENT, May 1, p. 78) I view as a most useful tool in marketing and sales planning. Assuming availability, would you be so kind as to forward one to me? (Editor's Note: Map forwarded.)

We are continually interested in the many fine articles that are regularly published in "SM" . . . our best wishes for a continued high reporting level.

P. L. Hopkins, Jr.

Marketing Research Specialty Component Motor Dept. General Electric Co. Ft. Wayne, Ind.

SAN DIEGO IS BIGGER



HARDWARE STORE SALES

Kansas City, Missouri			. 5	57,356,000
Lansing, Michigan				4,699,000
Rochester, New York				
Dallas, Texas				5,310,000
Denver, Colorado				
Chattanooga, Tennesse				

SAN DIEGO, California \$7,812,000

You get more for your advertising dollar with the SATURATION circulation of these two great newspapers...complete, authenticated, "askedfor" coverage of over 90% of the Billion Dollar San Diego market.

Data Copyrighted 1955 Sales Management, Survey of Buying Power; further reproduction not licensed.

REPRESENTED NATIONALLY BY



SALES-up or down?

MONEY—tight or easy?

MARKETS-where, when?

PRICES—lower or higher?

TAXES-heavy or light?

CONGRESS-who controls

FOREIGN TRADE

-brisk or aluggish?

SCIENCE-new discoveries?

LABOR—what is it planning?

PROFITS-fat or thin?

GOVERNMENT SPENDING

-faster or slower?

INVESTMENTS_buy or sell?

FOREIGN POLICY

—gaining or losing?

MEDICINE—new cures?

WEATHER—is it changing?

YOU YOURSELF-better off?

News happ

Every week

of your thin

pose quest

ESSE

U.S.NEWS & WORLD REPORT digs into and comes up with the essential news each week, original news that is reported and interpreted so as to help provide the essential answers. It is a big job. It is an essential job. More and more of today's decision-makers in business, industry, government and the professions depend on this kind of news for their essential decisions.

Because "U.S.NEWS & WORLD REPORT" performs this service, its circulation keeps growing —voluntarily, steadily. Net paid circulation is now more than 725,000. That's double what it was six years age.

Because it performs this service, group after group of America's key people in all fields rank "U.S.NEWS & WORLD REPORT" first in usefulness to them in their work, first in the confidence they place in it.

Because it performs this service for people who, in turn, are so essential to sales and expansion plans, more and more advertisers have come to recognize "U.S.NEWS & WORLD REPORT" as an essential magazine in their advertising programs. For the first half of 1955 "U.S.NEWS & WORLD REPORT" had the biggest advertising page gains of all magazines.

America's Class News Magazine

ens fast ... It develops fast ... Its effects are fast ...
there are developments in the news which go to the very core
king, your planning and your decisions. These developments
ions to be answered at home and at work.

An <u>essential</u> magazine

<u>Essential</u> to more and more readers

Essential to more and more advertisers



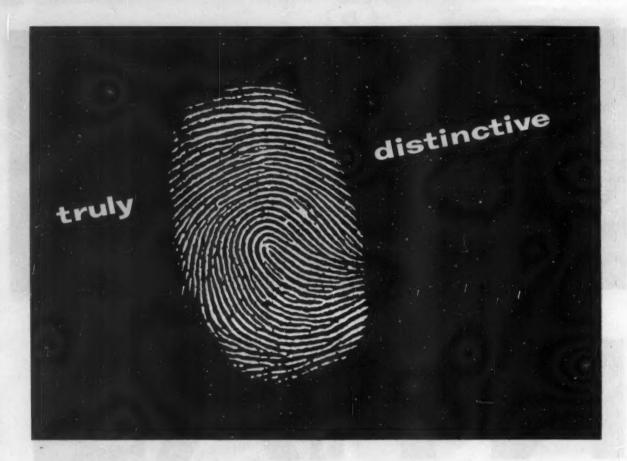
Now more than 725,000 net paid circulation

. a market not duplicated by any other magazine in the field

* The Market Research Division of "U.S.NEWS & WORLD REPORT" has, in addition to complete audience data, a weelth of current market information and research—on business and industrial markets and on high-income consumer markets. Chances are that there is specific information that could be helpful to you in your market.

Chances of our advertising offices. They are at 30 Rockefeller Plaza, New York 20, N. Y., and in Boston, Philadelphia, Cleveland, Detroit, Chicago, St. Louis, San Francisco, Los Angeles, and Wachington, D. C.

NOVEMBER 1, 1955



Channel 8 Multi-City Market

WGAL-TV

LANCASTER, PENNA. NBC and CBS

Just as a fingerprint is distinctive for its individuality, the WGAL-TV Channel 8 market is distinctive for the unique advertising opportunities it offers you. It is a multi-city market—stable and diversified. It is a market of $3\frac{1}{2}$ million people who have 912,950 TV sets and spend \$5\frac{1}{2}\$ BILLION each year.

STEINMAN STATION
Clair McCollough, Pres.

Representatives:

MEEKER TV, INC.

New York Chicago Los Angeles San Francisco



SIGNIFICANT TRENDS SALES MANAGEMENT November 1, 1955

WHO SNIFFS SNUFF? We don't know. In fact, we're sure we haven't seen more than half a dozen oldsters in the past 20 years who still use the stuff. But, there was a time . . . yes, there was a time when snuff and chewing tobacco and mustache wax were fairly big business. But, somebody goofed and permitted consumers to change their habits.

Now, here's the \$1,000,000 question: "Could a well-financed Snuff Manufacturers Association have succeeded in educating the public to continue taking its tobacco in that form?"

A CURRENT CASE: Cigar-smoking is falling off. It was 42 cigars per capita in 1929; now it's just 37. Expenditures for individual brand advertising may be adequate to perpetuate major brand preferences, but could more be done to promote cigar smoking as such? Could some of the brand advertising money be better spent through the Cigar Institute of America to make the cigar the "popular smoke of distinction?"

How about YOUR industry? Is there a big fight to get the lion's share of the existing market and too little money spent selflessly through an association to increase the market whole?

Harken to history! If individually and in concert with competitors, you promote a demand for the generic product in your field, it is less likely that your own brand will be "snuffed" out.

IF THE SEERS ARE CORRECT in their prediction that during the next 12 to 15 months we will operate on a stable but non-boomy basis, with no sudden upward surges brought about by shortages or threatened big price hikes . . . then selling will be tougher, competition will be keener and meaner.

Too many of us see only the competition that is obvious, the competition within our industry. but the really important competition for "discretionary dollars" is with other industries. Shall it be a color TV set-or a second caror a trip to the Caribbean? A new suit-or a rifle? A piano-or repapering the ground-floor rooms?

THE ANSWER isn't in LESS brand promotion, but in more selling-both individually and cooperatively-of the generic product. Only by such broadening-of-the-market can we insure an everincreasing gross national product and continuing prosperity.

COCA-COLA'S switch of its account to McCann-Erickson after a 49-year association with the D'Arcy Advertising Co. gave us "pause" to "refresh" our memories on some of the advertising and sales highlights of this most-American of enterprises.

The beverage was first marketed in Atlanta in 1886. The advertising budget by 1892 was up to \$11,401. Nine years later, it hit \$100,-000; in 1911 it went over a million for the first

Sales of Coca-Cola syrup increased from 8,855 gallons in 1890 to 1,000,000 in 1904 to 40,000,000 in 1937. The 1944-1953 average gallonage per vear: 111,000,000.

SLOGANS WITH LONG LIVES: "Delicious and Refreshing" was coined by Coca-Cola in 1889. "Good to the Last Drop" came out in 1907, preceding by a year its use by Maxwell House Coffee. "The Pause that Refreshes" has been with us since 1929.

"Coke" is now available in 70 foreign countries, and the company's desire to integrate international and domestic advertising was the reason given for the change of agencies. McCann-Erickson, which has handled the South American advertising of The Coca-Cola Export Corp. for more than 10 years, has offices throughout the world.

YOU'RE ALL WET if you put much stock in the "saturation" figures which are so copiously linked with the sale of appliances! Those aren't the words but that's the idea recently expressed by Parker H. Ericksen, executive v-p, Crosley and Bendix

Significant Trends (continued)

Home Appliances Divisions, Avco Manufacturing Corp. Says he on saturation "There's no such thing."

Our economy's too dynamic, changes are too fast-paced, for consumption of such convenience items to reach a level where everyone is supplied and satisfied.

"For instance," queries Ericksen, "how can anyone say refrigerators have almost reached the saturation point when over half of the 41 million in homes today are obsolete in terms of even the minimum requirements for handling today's frozen foods?" He went on to "for instance" about automatic washers and driers, built-in stoves, packaged kitchens, the advent of color TV at a popular price. He made his point well. The appliance future is bright. And that ol' debbil obsolescence . . . it's wonderful!



THE MOUNTAIN HAS MOVED to Mohammed to make selling easier! The Mohammed in this case is John Q. Mohammed who, along with Tom Brown, George Smith and the Doe family, is more likely to be found window shopping or catching commuter trains than paying a casual call to an automobile showroom. The mountain which now confronts him is the latest chrome-trimmed line from Detroit.

More simply, Dodge has moved two of its most colorful models into New York's Penn Station where each day a million commuters and travelers "oh" and "ah" as they scurry to catch their trains. An Oldsmobile "Holiday" reposes in Grand Central Terminal. Free literature makes good on-train reading and such exposure is bound to result in sales.

FOR SHOPPING EYES, there's a new Ford on display in Gimbel's window which gets more scrutiny than all the dealer cars in town. It is tied in with "Car-Mates," a line of specially hued clothing and accessories said to make you chic when chauffering a color-matched V-8. Fords for 1956 are appearing in other department store windows in cooperation with this fashion innovation.

Apparently, automobile manufacturers feel it is easier to get a potential buyer to go to his

neighborhood dealer for a "second look" than it is to get him to go there for a "first look."



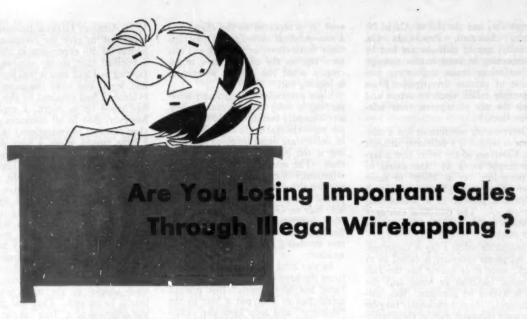
POLITICAL MUD will soon splatter across the nation's radio and TV networks as candidates for high-office relentlessly try to dirty the records of their esteemed opponents. The slandered office-seekers will register indignation, then unhesitatingly make themselves look ridiculous as they hastily and sputteringly answer the charges of the mud-throwers. It has always been so, and so it will probably be forever in the arena of politics.

But businessmen whose companies or products have been slandered by unprincipled competition would be wise to read four paragraphs of a recent book chapter by Nicholas Samstag, director of promotion for "Time." The chapter is called "Strategy" and it is in a new book edited by Edward L. Bernays entitled "The Engineering of Consent." (University of Oklahoma Press, \$3.75) The paragraphs referred to deal with the "Strategy of Forbearance."

Says Samstag, "Forbearance grows out of strength and wisdom . . . The magazine I work for is frequently made the subject of open, competitive attack . . . a price always paid for leadership. Nevertheless, 'Time' has resolutely refused to reply in kind in its advertising or public promotion. Some of the provocations are more than annoying—often they look as if they might do real damage if the record is not immediately set straight. But as the days and weeks go by, the gravity of each attack seems to fade—and year after year, as the totals are chalked up, the wisdom of 'Time' strategy of forbearance goes indelibly on the record.

"IT SEEMS TO BE INHERENT in our American system that the larger and more potentially powerful an institution becomes, the less public opinion permits it to strike back at its critics, and the more it must use the strategy of forbearance. Thus, an increasingly severe test is applied to a corporation as it grows larger. It must be strongly and obviously virtuous in greater and greater degree to withstand and survive the increasing pressure brought upon it by the public to stay silent in the face of attacks."

The Editors



BY RAYMOND C. SCHINDLER . International Private Investigator

Businessmen and sales executives think that wiretapping revolves in large part around infidelity, blackmail, espionage and other versions of social conflicts and criminal-racketeer activities. This is not so. Wiretapping has more to do with business—and with sales—than with anything else.

Not long ago the president of one of the country's largest liquor concerns found himself in the unhappy position of repeatedly losing key sales to a competitor. Over a considerable period of time, sales orders involving hundreds of thousands of dollars were being mysteriously syphoned off to a rival firm.

In every instance it was found that the price on the order was the same figure that had been arrived at in closed conference at the company's offices. There were only four men—the president himself and three top executives of the company—who knew what these quotations were and it was therefore indicated that the "leak" came from a high place.

The president of the company engaged me to do a confidential investigation and it wasn't long before I narrowed the field down to one individual whom I pegged as our No. 1 suspect. It was one thing to believe this executive was our man, but another thing to prove it, so I suggested a wiretapping plan to the president and he agreed to it.

During the following week end when the offices were closed, I had my men rig taps on the private lines of the four top executives—including the president's own wire, since all four and to some extent their assistants had access to any one of the telephones in question. The taps were hooked in to automatic recorders concealed in a locker room in another part of the building where my men could service them unobserved.

We then set up a "plant" by faking a large order and calling a conference of the four executives to discuss the bid to be made. We had arranged for the use of a legitimate firm name for our "customer" so that the deal would appear to be bona fide.

Then we sat back and waited. Each evening the tape would be removed from the recorders, taken to my office and played back. For three nights we listened to the recordings of hundreds of telephone conversations without learning anything, but on the fourth night we got results.

Our No. 1 suspect had taken the bait. First he had called the "dummy" customer, presumably just to verify the order, and then called the competitor who had been getting all the business his own firm had been losing. He gave the competitor all the information on the supposed large order, including the bid he and his associates had privately agreed on. The way he talked made it obvious he was following an established pattern.

The chips were down and, faced with the irrefutable evidence of the recorded 'phone conversations, the suspect admitted he had been cheating his own company. He said he had

been promised a fat contract by the competitor if he could throw enough business his way. The man was quietly let out and the sales leak was stonged.

In application to business, the legitimate uses of wiretapping such as the example just given constitute only a part of the wiretapping practice. The illegitimate uses constitute an everpresent menace to large corporations all over the country. It is a discomforting but undeniable fact that no firm in the realm of "big business" is immune.

Recent press reports have given many people, including businessmen, the impression that the modern illegal type of wiretap allows the installer virtually complete and at-wall play across all the numbers in a given telephone exchange, for instance in New York for all numbers in such exchanges as Eldorado, Plaza or Bowling Green. This is not true, for which many a sales executive can be thankful. For who among us is so pure and so good that he would like to have anything and everything he says over the telephone even potentially available to family, friends or foe?

Very few such cases involving illegal wiretapping come to the attention of the public, being exposed only in sensational news stories such as the recent Rubinstein murder which brought to light a huge wiretapping web in New York City that allegedly had taps on home-office lines of E. R. Squibb & Sons, Division of Olin Mathieson Chemical Corp., Bristol-

Myers Co., and the line of Alfred N. Steele, chairman, Pepsi-Cola Co. Actually, untold millions are lost by unsuspecting business houses through this nefarious device and in my profession of private investigator I am constantly called upon to detect and check the use of taps on their telephone lines.

Determining whether or not a telephone is tapped is a delicately difficult job. Contrary to the belief that a layman might know by "the sound of an open line" or a "click" or some other auditory sign, there are no such indications present in a professional tapping job. The detection can only be made by an expert using special instruments.

Ordinarily when a tap is suspected, the telephone company is called in to check, since it of course has the full technical facilities at hand and the job is within its province. But, unfortunately, there occasionally may be telephone company men in the district who have been bribed by wiretappers, in which case the tap, if there is one, remains undisturbed.

Here, then, is where my office may be called in. For just such technical work we keep available a number of former telephone company experts and the job is done of course with the knowledge and consent of telephone company officials above the susceptible lower levels.

If the presence of a tap is discov-

ered, it is reported to the client and a non-technical investigation may continue from there, or we may put our own tap on the client's lines to ascertain what the outside wiretapper is looking for.

Since professional illegitimate wiretapping is risky and therefore expensive—usually costing \$25,000 or more per tap—the stakes are high. Millions of dollars are often involved and selling is the basic focal point in most cases. The intelligence sought by the wiretapper may concern such things as price changes, special deals, contemplated changes in a competitor's product, bids on Government orders, possible mergers, declaration of dividends, proxies or other important matters involving selling in one form or another.

In this kind of investigation, sometimes the barn door is locked after the horse has been stolen. But prompt action can at least put a halt to the "thievery" and help keep the victim on guard against further depredations,

The legitimacy of obtaining information through wiretapping within a business structure is at present being studied by a subcommittee of the Committee on the Judiciary of the U. S. Senate which is investigating the subject of wiretapping in general to establish its legal limitations.

I recently appeared before this committee. Since I was one of the first in the country to use wiretapping as a tool of my profession, the office of U. S. Attorney General Brownell had asked me to give the committee the benefit of my experience in the field. I testified that, in my opinion, wiretapping as I had used it was legitimate and legal, and cited instances where evidence I had obtained by this means had stood up in court. I explained, however, that in all instances (other than criminal investigations) in which I have tapped wires, I have done so with the consent of my client and only on his own telephone lines.

On the legitimate side the use of wiretapping as an investigative device in the business field brings substantially satisfying and lasting results. This kind of wiretapping, which I have employed for many years, is legitimate because as already brought out it is confined to the client's own telephones at his own request and concerns only his own business. It is used simply as the most workable means to an end. That end may be the detection of a "leak" in the firm's confidential plans for some big transaction, or it may be the obtaining of a check on the contacts of a sales representative. Then again it may be the securing of a "verbal record" of statements made during an important conference or special private negotiation. It may be one of any number of things requiring recorded verification of the spoken word. For example:

A business-machine manufacturer, whose prestige was being hurt by persistent cries of "unfair competition"

Famous Investigator

Raymond C. Schindler, probably the world's most celebrated detective outside of fiction, began his career as an insurance salesman in Alliance, O. He was 18. Today, Ray Schindler is a salesman of that most illusive of products—service.

Schindler has solved for both industry and individuals some of the most publicized cases in criminal annals. A noteworthy business case was that for Lever Brothers Co. This firm, at one point, was helplessly watching its market for Lifebuoy go down the drain because of unscrupulous imitators who undersold Lever. Schindler, a past-master at the "roper" school of detecting, trapped one bragging manufacturer after another into giving the show away via hidden dictagraphs (a method first used by Schindler).

His avocation is giving help to The Court of Last Resort, which assists in freeing persons convicted of crimes they did not commit but who are financially unable to procure adequate defense for themselves.

Today, the Schindler Bureau of Investigation, headed and founded by Raymond C. Schindler, operates offices in New York and Beverly Hills, Cal., and maintains representatives throughout the U.S. and Europe. Its clients are almost exclusively business concerns.



directed at him by other manufacturers in the field, engaged me to make a wire tap. Some of his own sales representatives were going overboard in their selling technique by condemning products of their rivals far beyond all ethical limits. While he knew this violation of company policy was going on, he didn't know how to pin it down to its source.

With a national convention of his manufacturers' association coming up, this corporation president was deeply concerned. He wanted no part of such underhanded tactics and was anxious that his fellow manufacturers know it. He wanted to put an end to the approbrious practice in such a way that the guilty individuals would be exposed and the name of his firm cleared. He also reasoned that the stamping out of this sort of thing would benefit the industry as a whole.

And so he came to me with his problem. I decided the simplest and quickest way to get at it would be through wiretapping and, with my client's consent, I went ahead.

By the Tapped Telephone

I sent operatives out to the key cities where the sales representatives could be contacted. Each of my men was equipped with apparatus for recording telephone calls. All he had to do was sit in his hotel room with the recorder tapped into his extension and call the business-machine salesman, posing as the agent of a large firm interested in placing an order for a number of machines.

Most of the salesmen's "pitches" thus recorded on tape were innocuous enough, but out of the lot there were three which went all out in damning the products of competitors by name.

With this evidence against them, the unscrupulous salesmen were summarily dismissed and, when the convention came around, my client presented an interesting and self-explanatory exhibit in the form of recordings for his colleagues of the association. Unsuspected legitimate wiretapping in this instance had erased an evil within one organization and alerted representatives of other companies who henceforth could never be sure that what they said of the other fellow's product was not being taken down "for the record.'

Then there was a case of a different nature, involving a New York bank, the promoters of a housing project and the Federal Housing Authority. In this case the "tapping" took the form of a concealed microphone and transmitter linked by short wave to a recorder in an office miles away.

It began with the promoters mak-

ing a down payment of \$16,000 on a piece of property valued at \$225,000. With the aid of two shady lawyers since disbarred), they secured an FHA loan through the bank.

In time one of the several buildings proposed in the plan was erected. Before the interior was half completed, the promoters installed a renting agent on the premises with special instructions regarding the renting of apartments-which at the time were very much in demand. Working in cahoots with grafting petty politicians, the renting agent would tell tenants that they could move in before their apartments were finished and would then compel them to purchase fixtures and other appurtenances supplied by the promoters.

Canny Agent Talks

The renting agent was supposed to get his "cut" in the deal but, as the months went on, he realized that he, as well as the tenants, was being gypped and he didn't like it. Furthermore, he had begun to feel sorry for the tenants who complained of unfinished plastering and painting left untouched despite the promises of the landlord.

When an officer of the bank visited him on an inspection tour of the building, the renting agent "opened up" against his employers and revealed among other things that original specifications on which the FHA loan was based were never fulfilled and were overlooked by bribed inspectors. A further inspection disclosed all sorts of violations and evidence of downright racketeering on the part of the promoters.

At this point the bank retained me to get evidence on which the FHA might act. After some preliminary investigation and talks with the renting agent, who proved to be a canny individual, I concluded that the only way to get the story on record would 'tap" a seemingly informal meeting between the renting agent and the president of the bank.

Accordingly, I arranged with the bank to wire the president's private office and set up a short-wave transmitter in another part of the building to relay what went on in the room to a recorder in a branch of the bank some distance away.

It was easy to get the agent to the bank president's office. The idea of a friendly, confidential chat with such an important person tickled his ego. So we met in the quiet private office -just the three of us-the bank president, the renting agent and myself. We talked in generalities at first and then led the agent into details of the whole operation at the housing project. He talked freely and volubly, not knowing of course that everything he said was not only being heard by others at the moment but was also being recorded on tape for still others to hear later.

The next day the FHA authorities in Washington heard the recording and immediately went into action and the art of "tapping" a conversation had chalked up another win.

Another case, which I believe was the first in which evidence obtained by wiretapping settled an action in court, was a rather unusual affair centering around one of New York's best

known art galleries,

Upon the death of the founder of the gallery some years ago, his next of kin took over and shortly thereafter began to have trouble with a disgruntled member of the staff, the assistant curator, who was one of those men who resent working as an assistant and felt that the relative in control usurped some of his authority and jeopardized his eventual succession to the post of curator. In this latter regard, he told the relative that the founder had promised him he would be appointed curator upon the death or retirement of the man then holding the post, or, that if he wished to retire himself, he would be given \$50,-000 as a cash bonus.

False Witness

The relative disclaimed any knowledge of either such promise ever having been made by the founder and when, within another year, the curator died, flatly refused to advance the assistant to the job. This caused a flare-up which resulted in the firing of the disgruntled assistant. Thereupon he demanded the \$50,000 he said had been promised him and the relative again flatly refused, telling him in as many words that he was lying.

Shortly thereafter the disgruntled assistant announced that he had a witness to the founder's promises to him and that he was bringing suit for the \$50,000 due him and \$250,000 damages for slander, claiming that the relative had ruined his reputation. The witness, it developed, was a man who had worked around the gallery during the founder's time. He said he had been present when the founder made the promises and was prepared to testify to that effect in court.

The Hon. Lee Parsons Davis, who at that time was engaged in the private practice of law in the interim between his leaving the office of Westchester County Prosecutor and ascending the bench of the State Supreme Court, was retained and he, in turn, retained me to investigate the case.

I dug into the background of the

plaintiff who valued his reputation so highly and I found it none too good. Then I got hold of his witness. This man proved to be a weak character who scared easily at mention of the penalty for perjury and I had little difficulty in getting him not only to confess to the truth but to agree to cooperate on our side.

He admitted to me that he had never heard the alleged promises made but that the ex-assistant curator was to pay him \$5,000 to say he did. I reported this to Davis and suggested a wiretapping scheme to knock the props from under the plaintiff's case.

He agreed to my plan and the next day I brought the witness to my office after having set a recording wiretap on one of my own private telephones. I told him he was to call his friend the plaintiff and rehearsed him thoroughly in what he was to say. Then he made the call on the tapped line and the recorder in another room picked up a most enlightening two-way conversation.

way conversation.
"I'm worried," began the turncoat witness.

"You've nothing at all to worry about," Mr. Plaintiff assured him. "Just say what I've told you to say when you get on the stand and everything will be all right."

"But suppose they should find out I was lying?" Mr. Witness went on. "How could they?" rejoined Mr. Plaintiff. "The old man is dead, so he can't say you didn't hear him make the promises . . . " And so it went, with the whole story told, including the promised \$5,000 pay-off for giving

the false testimony.

When the trial opened, Mr. Witness was not there. The plaintiff, whose lawyers were completely ignorant of the crooked deal he had attempted, had to do a solo on the stand and it went pretty well. Then came the defense's turn.

Lee Parsons Davis first called me to the stand and when I had finished describing my investigation, he made the dramatic announcement that he would like to introduce the actual telephone conversation. This caused a furor in the courtroom but the judge ruled it was admissible evidence so the

playback machine was set up.

The clear, unmistakable voices of the plaintiff and his erstwhile stooge were still far from the end of the record when the judge called a halt and, turning to the shocked attorneys for the plaintiff, asked, "Gentlemen, do you wish to hear any further evidence?"

When they could find their voices they responded with an emphatic "No" and the case was dismissed. Here was another instance in which wiretapping served a legitimate purpose for a good end.

No business executive can know just when he is being victimized by illegitimate wiretapping or just when he may need the defensive help of legitimate wiretapping to offset malpractice of one kind or another. However, since sales and selling, in one form or another, are usually involved, it behooves sales executives to keep alert at all times and to investigate quickly whenever and wherever their suspicions of the existence of wrongdoing appear to be well founded.

The End

Wroe Alderson Answers the Editor

The editor of SALES MANAGE-MENT has granted me the opportunity of replying to a statement in the last issue. That statement, appearing under the heading of "Trends," commented on a discussion of needs and wants in Cost and Profit Outlook, the monthly house publication of Alderson and Sessions. There is only one justification for this argument between two old friends over the meaning of needs and wants. That is the desire to place a constructive interpretation on these basic terms consistent with our common belief in the creative role of marketing.

My essay, which touched off Phil Salisbury's critical review, was written in reaction to the slogan "Sell wants, not needs." It was my feeling that some of the speeches which had been made on this subject were striking at a very important principle but did not make their point effectively. We have direct knowledge through our office in Mexico City that considerable confusion was recently created there through a series of talks on this theme.

Starting from the slogan, I first tried to think of definitions of the terms which would make sense of the slogan. Anyone who follows the same train of thought will, I believe, end by feeling obliged to modify the

slogan. That could be mildly disagreeable for someone planning a speech since the slogan sounds so neat and clever in its original form.

clever in its original form.

The term "wants" does not offer too much difficulty. We could probably agree that it includes anything that consumers desire to possess or could be made to desire. The trouble is with the term "needs" which is subject to either a narrow or a broad definition. Some psychologists would contend that the only basic needs are food and sex and all the rest of our culture is mere trimmings. Most marketing men would recognize a good many things besides a supply of food and a mate as essential to even the most modest version of the American way of life. The narrowest definition consistent with common sense and usage is that needs include all of those things which consumers recognize as requirements for daily living. But under this definition the slogan, though true, is trite and trivial. If needs are limited to the things the consumer thinks he has to have, then the slogan merely means that selling, the art of persuasion, should be limited to those cases where persuasion is

For marketing I believe that a broad definition of needs is to be preferred. I need anything and every-

thing which will make my life happier, more comfortable, more effective, or more secure. Some of the needs I recognize but have not yet satisfied. Some I have not recognized or have not fully confronted amid the pressures of a busy life. President Eisenhower is now taking Dicumarol, a drug which prevents blood clotting. As a fellow sufferer, I am sure that he had no idea he needed it until told by his cardiologist. Last year when Hazel visited suburban Philadelphia, a large tree fell across the house of my next door neighbor. The hurricane damage amounted to about \$20,-000 but fortunately his insurance policy had extended coverage. He remembered being somewhat skeptical about needing this feature when the salesman suggested it to him.

Under this broader definition of needs the slogan begins to make sense but it is still a little out of focus. If wants include anything I can be made to desire, they could include some things which would make no contribution to my way of life. A smooth enough salesman might succeed in selling me stock in a non-existent uranium mine. It is just this type of want which does not correspond to actual or potential needs that is suggested to many people by the formulation, "Sell wants, not needs."

I think of the high infant mortality in Mexico and the numerous street stands selling pathetic little funeral wreaths. I would rather be identified with an effort to sell Mexicans better infant nutrition, even though many of them do not recognize the need, than to take advantage of a well-established want by trying to sell them a more attractive funeral wreath.

The example Phil Salisbury used of wanting a gun but not needing it

is especially intriguing to me. When my partner, Bob Sessions, talks about his hunting experiences, a light comes into his eyes which indicates that it appeals to something very deep within him. I am convinced that he really needs a gun. In fact he needs it as much as I needed the "The Story of Man," an exciting book by Carleton Coon, the anthropologist, in which he contends Man is still a hunter at heart.

In closing, I fully agree that needs

and wants are closely related as two aspects of demand creation. A broad definition of needs brings them much closer together than a narrow definition. My main contention is that the stimulation of wants is more useful and profitable when the potential need exists and has been correctly evaluated. My suggested revision of the slogan is: "The creative task of selling is to make consumers want all the things they need."

Rumor: "Westinghouse is going out of the Housewares Business."

Reason: Westinghouse drops Fair Trade.

Reply: "Far from it! We're going to be stronger than ever!"

Westinghouse Electric Corp. is swamped with appliance and bed-covering orders today as its divorce from Fair Trade on these items enters the third month. "Chain reaction" is the name James H. Jewell, v-p in charge of sales, has for the explosion which has hit this "other company" in the electric industry.

A "controlled reaction" it was not—although Gwilym A. Price, chairman and president, touched it off as part of his detailed, long-range plan for generating "not the biggest but the most profitable sales in the industry." The rest of the trade was so in the dark as to what would happen that backbiters managed to spread rumors, "Westinghouse is getting out of housewares." But even Westinghouse executives were wrong as to what the immediate outcome would be.

"Actually," admits J. J. Anderson, portable appliance manager, "I expected a brief decline in business following the announcement. We also expected that a few distributors would go so far as to drop the Westinghouse line. Not one seems to have done this, although there have been the usual number of minds changed and orders canceled. Nothing was further from our minds than a quick improvement of fall sales. We are building this business for the long pull."

Orders dating even from before the firm's abandonment of Fair Trade and "floods of them" bearing September and October dates are waiting to be filled at the Mansfeld, O., electric appliance division. Ralph Z. Sorenson, manager, electrical housewares and bedcoverings, notes that even before the mid-October strike a schedule of partial shipments against

the many back orders had to be instituted.

Why was Westinghouse unprepared to take the whole "charge" of sales power generated by its repulsion of Fair Trade? Ironically, the subordinate position of housewares, which President Price hoped the move would help to change, was the very factor which prevented Westinghouse from taking full advantage of the resulting trade excitement,

One of the immediate causes of trouble was a shutdown of the Mansfield, O., plant for three weeks this summer instead of the usual two. This was the beginning of the snowballing of back orders which now has Westinghouse swamped. Although events have shown that portable appliance production should not have been interrupted, it was not feasible to run this part of the operation alone. The extra week of vacation was ordered "to bring inventories of finished laundry equipment and ranges into better balance." Because of the secondary importance of housewares, their production was also shut down.

As far back as 1952 Price initiated a five-year plan to change this picture. With two years to go, it had nothing to show. Westinghouse has moved forward all along the line, sharing the 7.9% annual increase in output which Sales Manager Jewell estimates the industry has enjoyed since 1919. But for every dollar the firm put into consumer products in 1952, it was putting four into elevators, atomic energy installations, motors, meters, plastics, enamels and industrial equipment generally. This year the ratio remains substantially unchanged.

Since Westinghouse gets less return per dollar invested in consumer goods than on its industrial apparatus, it might seem that Price should be trying to reduce consumer goods' slice of the pie. But he explains, "Profitability is a long-range concept and electric appliances have the redeeming feature of being less subject than industrial apparatus to violent fluctuations in demand. And while profit margins are lower, capital turnover in consumer goods is considerably higher."

Price's goal is to elevate consumer products to 30% of a constantly rising total. His five-year plan to bring this about looks as if it may be swept to success on the wave of enthusiasm which greeted the dropping of Fair Trade. By its termination in 1957, Westinghouse will have spent some \$120 million on expanding its consumer goods capacity nearly 100%.

Although Westinghouse will not admit it, there is another possible reason for the firm's intention of increasing the housewares ratio. Nuclear-powered equipment will some day supercede conventional electric power plants. The transition, for which Westinghouse's top scientists are preparing, will be eased if the firm has a stout consumer goods "leg" on the ground. Conceivably, gradually improved appliances will continue to be plugged in by householders.

In the short run, where Anderson says Westinghouse thought it was sacrificing fall sales by its action, distributors are placing with retailers all the Westinghouse housewares they can get. On the face of things, the discount houses are refusing to let Westinghouse go off Fair Trade—a crossed-out "list price" packs too much pulling power for that.

The End

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From Sears To Soap: A Case History in Yankee Enterprise

W. Rowell Chase looks like what he is: A successful New Englander who puts first things first. And his company, The Procter & Gamble Co. has also put him first where its advertising is concerned: Chase has been appointed the venerable company's v-p in charge of advertising. This puts this Brookline, Mass., gentleman on top of an advertising budget which last year hit the staggering sum of an estimated \$49.8 million, not including spot radio and TV.

Like so many of his Massachusetts contemporaries, Chase went to Harvard. He got his Master of Business Administration in 1928 and went to work for Sears, Roebuck & Co. as assistant to the merchandising manager. Two years later he had become assistant retail store manager. In '31, with Depression over the land, he left Sears and joined P & G. His rise was fast: Within five years he was named manager of the Brand Promotion Division. He's held the post of advertising manager since 1951. Now he has board status with a vice-presidency. He's a believer in advertising working hand-in-hand with sales.





"Give the Customer What He Wants"

A man who learned the tobacco business from the ground up, who became one of the acknowledged top sales strategists of America's oldest tobacco company: He's Lewis Gruber (l.), v-p and director of sales of P. Lorillard Co. And what makes him newsworthy is the fact that he's the first tobacco man to be named to the Hall of Fame in Distribution, with an award presented to him by Dean E. P. Brooks of the MIT School of Industrial Management (r.), chairman of the Committee on Awards. Gruber's certificate, which he's proudly holding, reads "for his distinguished contribution to effective distribution of tobacco products, opening up new marketing opportunities and serving as an example of vision, enterprise and initiative." Since 1947 Gruber has been in charge of Lorillard (Old Gold, Kent) cigarette sales. He's been v-p and director of sales since '52. He's brought his company, 195 years old, to the forefront of tobacco marketing. Gruber, an old hand at feeling the public pulse, started as a retail salesman for Lorillard in 1922, covering New York City.



The Way to Operations Led Across the Sales Field

Lester W. Graaskamp ("Grassy" to his intimates) is another top sales executive who's found that his sales background hasn't hurt him a bit in climbing the career ladder: He's just been named v-p in charge of operations of the American Can Company's Central Division. His 35 years of Canco experience have been taken up in various division sales organizations. And it was just such rounded background which convinced his bosses that the man for this big operational job was a man who knew cans, what goes into them-and, most of all, how to sell them. Grassy, as a college lad, used to spend his summers working in a pea cannery in Wisconsin. World War I interrupted his studies but he came back, got his degree and joined American Can in the Sales Department. He worked up the line-including a stint in the company's Canning Kitchen-and in 1946 became general manager of sales. His popularity with his sales staff has been built on the man himself, his fairness, his ability to teach and his willingness to do so. He speaks and writes with unusual facility: One of his hobbies is writing occasional editorials for an Eau Claire, Wis., newspaper. The famous Graaskamp humor glimmers through his pieces, But most of all, his man-on-the-street outlook, which led him to sales and has helped him to make the shift to operations, is there in every line.



Why do top executives of the most famous names in American business seek the opportunity to eat a \$2.25 lunch and be questioned by a handful of security analysts? How would you tell your firm's story? Would it impress?

BY GRANT JEFFERY

When Presidents Sell to Wall Street

On November 3 Joseph L. Block, president, Inland Steel Co., will ride a rickety elevator to the drab third floor of Schwartz's Restaurant in New York's Wall Street area. Like top executives who invite themselves to speak there almost every day of the week, he will sit down to a \$2.25 luncheon. For three-quarters of an hour he will huddle at the head table with an assistant or two and several representatives of strongly interested investment houses. At 1 p.m. he will have half an hour in which to sell or resell Inland to some of the world's shrewdest "buyers." At 1:30 he and his assistants will submit themselves to a half-hour grilling. Then while Block leans over the speaker's stand, a line will form of those with private questions to ask.

To all appearances, Block will face only about 152 men, crammed in groups of eight around tables built for six. A few more who prefer the fare downstairs may arrive later. If it is an overflow day, another 152 can have the proceedings piped to them on the floor above. That is all, But represented will be firms that could control the purse strings on money Inland might want for development purposes. Through their subsequent reports, those present will have the ears of the corporations that are Inland's customers. They and their associates are also the confidants of the most influential among Inland's 20,600 share-holders. Some of their firms may even have direct control of blocks of the

5,215,967 Inland shares on the New York Stock Exchange.

When these men in their undistinguished business suits have clomped down the dark stairs and out onto Broad Street, the more smartly attired visitors are usually left waiting for the elevator and discussing how they did. Some listeners, as their red and white badges indicate, go straight to the floor of the stock exchange, a few doors away. Often as these almost daily lunches end, unusual activity can be observed in the security just discussed. Block's words will have a strong bearing on whether Inland may veer from its late October \$82 and whether the word will be "buy" or "sell."

Before many minutes the influence of lunchers who are not exchange members also will begin to be felt.

Each will have returned to his work-laden desk with its busy telephone and chair alongside for a client. In many instances these groupings are lost in a sea of duplicates in a big room last decorated before The Crash.

Block will know before he speaks what published reports are currently guiding conversations in these settings. His concern will be to get the most favorable possible amendments on record. Sometimes a speaker draws laughs with a strong criticism of a financial periodical whose editor happens to be sitting right under his nose. Better control of the situation might be maintained if speakers had their intended victims pointed out beforehand.

The executive who announces ahead

of time that "copies of his remarks will be available" is almost automatically accepted as one of the boys. Otherwise, if he looks up from his notes, he will see little but bowed heads and moving pencils as each firm's representative records data for immediate dissemination.

The self-styled "physicians of our economy," whose restaurant "examining room" is visited by a steady succession of chairmen and presidents are the 2,100 members of the New York Society of Security Analysts. Their group is one of 16 affiliates of the National Federation of Financial Analysts Societies. The New York membership includes from one to 20 associates of each important bank, brokerage house, insurance company and investment trust in the trading area.

As an example of how important a single lunch-time listener can be to a visiting executive, take Philip E. Albrecht of Merrill Lynch, Pierce, Fenner & Beane, underwriters and brokers. He is a steel specialist. After the Inland luncheon a copy of his report will wind up beside every client chair and telephone in the firm's four New York offices and in branches in some 110 other cities. When he does not attend because a meeting is unrelated to his own specialty, he receives the reports of the Merill Lynch specialists present.

Two basic pieces of intelligence make a hit with security analysts. One is that the industry to which the firm under discussion belongs is in a fun-

damentally sound economic condition and has prospects for growth. The other is that the firm itself is making a good showing in its economic activities, its management and the price of its stock.

After a satisfactory luncheon presentation the analysts can supply their clients with answers to many questions. They do not usually make up their minds for them although in the case of trust companies and similar institutions, the counseling firm may also be a stock holder. Here is the sort of healthy curiosity that Albrecht and his fellow analysts seek to instill in their clients, who may be backers, suppliers, customers, owners or prospective shareholders of the guest companies:

"What is the growth pattern in the designated firm's industry?" The picture of any given day is not one-tenth as important as ups and downs over recent months and years.

Is the industry booming, inching forward, slipping or depressing? Does its volume hold up well in slack times, or does it lead the depression parade? Does its place in the nation's economy approximate that held a few years ago by the buggy business or the airlines?

'Does the industry have the sort of competition that the railroads gave canal securities, or a more stimulating rivalry? Is the industry likely to be taken by surprise as the buggy whip business was by the automobile's arrival or more pleasantly surprised as the petroleum industry was?

Who are the customers? "What basic factors determine their

"How is the industry's raw material supply?

"What is the labor situation?"

Ratios Beat Totals

Having established that the industry background is satisfactory, the ananalyst wants his clients to be able to compare specific companies with similar firms or stack a corporation's various divisions up against each other. Reports of dollar totals are of very little use in this connection. The analyst weights financial position by comparing "margins of profit" and "operating ratios." The first of these is arrived at by dividing net profit from operations by net sales. Comparison of the resulting figure with that for previous years shows whether the company is gaining or losing in efficiency. A basis is also provided for comparison with other companies.

The "operating ratio," arrived at by dividing total operating costs by net sales, equals the "margin of profit" subtracted from 100 and serves a similar purpose. Neither ratio settles whether a stock is a good investment until price is brought into the picture. Often an analyst likes to evaluate a stock without taking the current market into account. When he has his result he compares it to the actual price and says "sell" if he thinks the stock is trading at more than it is worth. On the other hand, he recommends "buy" if his evaluation of the stock exceeds its current price.

Another ratio serves the analyst's purposes in considering price. He likes to compare price divided by earnings with the same ratio in other years and for other firms.

Figures Aren't All

Each industry has its quota of drawbacks which are better known to "talent scout" analysts than to investors generally. Schroeder Boulton, a partner in Baker, Weeks & Co., gives an example of the unpopularity of steel stocks which Inland's president will be trying to buck. "Curiously, the steel industry's lack of success in the distant '30's remains more vivid to the average investor than the earnings accomplishments of recent years, says. "Again, everyone knows that the steel industry is not a growth industry -its expansion has regularly been below that of the economy as a whole. However, it is less well recognized that the industry lacks the specialized risks to which growth shares, particularly of smaller companies, are subject. Perhaps the investors will only adopt a more favorable attitude to steel shares after the industry has experienced a substantial business decline and has proved what its abilities are to defend earnings and dividends.'

Opinions like this challenge an executive to come before the analysts with a persuasive answer but it must be expressed in cold figures, not generalities. It may be that Block can demonstrate that the pattern of rolling readjustments of the past few years deserves investor confidence. If he and similarly placed executives can do this, "a changed and more favorable attiture toward investment in basic 'cyclical' industries such as steel may de-

velop," Boulton feels.

"One advantage our meetings have over a written report is the opportunity they offer for evaluating management," points out Nathan Bowen, president of the New York security analysts and industrial securities specialist for Goldman, Sachs & Co. "We can always look up the firm's record but the imagination and skill of those who run a business is easier to judge in personal contact. Our executive visitors appreciate this but it would be hard for them to find time to meet so many of us individually. During the 13 years of these meetings it has

usually been the guests who every year or so invite themselves," he comments.

This being the case, it is surprising, to members that many an executive will read a speech tightly written by his assistant experts and expect hearers to get it all on the backs of envelopes. Often he will announce—as Charles R. Fay, comptroller, Pittsburgh Plate Glass Co., did recently-"We'll mail you copies in two or three weeks." Fay explained that his intention was to include a record of the questions and answers. But members could be heard grumbling that if his statements had really been hot news, they would have been much more pleased with mimeographs on the spot than a fancy presentation later.

Some firms take the opportunity to place sets of their current literature on listeners' chairs beforehand, or distribute pamphlets at a booth set up at the door. American Brake Shoe Co., represented by its president, Kempton Dunn, at a recent meeting, put up an impressive product display. A hydraulic press throbbed away until it got on people's nerves and had to be shut off. Eli Lilly pills, Bible covers, Hoover vacuum housings and Gillette razor handles were among scores of end products shown by the new Brake Shoe subsidiary, Denison Engineering Co.

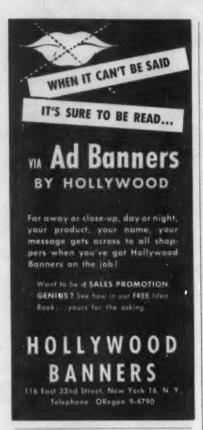
Size Need Not Count

Diversity was one of the major impressions left by Dunn whose firm has 56 plants divided among 11 divisions and three subsidiaries. This feature is of great interest to the analysts who have seen a whole industry, cordage, collapse with the introduction of steel

Size does not in itself bear much weight with the analysts, their president explains. "A company can have net sales of hundreds of millions of dollars and be a bad investment. On the other hand, a modest company profit may make a security attractive if there are only a small number of stockholders to share it," says Bowen.

A \$3 billion property will have the analysts' stethescope applied in three months when Sears, Roebuck & Co. is represented by F. B. McConnell, president, at a luncheon. Two months from now The Coca-Cola Co. will have its chest bared by William E. Robinson, president. Its roughly \$133 shares are largely held by Coca-Cola International Corp., worth \$1,080 a share.

On the first of next month a top management team will speak for Standard Oil Co. (N.J.), which has paid annual dividends without interruption since 1882. Its 296,000 share-





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holders are exceeded on the New York exchange only by the 459,000 of General Motors Corp. and the 1,307,000 of American Telephone & Telegraph Co.-two other regular "patients" of the analysts.

At the other extreme of size, the analysts heard as recently as this Columbus Day from Malcolm A. Schweiker, president, American Encaustic Tiling Co. The firm's net sales last year were \$8,184,031.

Consumer products and their prospects and problems receive their fair share of the analysts' attention. One of next week's guests will be William B. Murphy, president, Campbell Soup Co. Whether the whispered word afterward will be "buy Campbell" is of secondary importance to Murphy. The food processor's 55-year-old stock was first placed on the open market last December 13 to the extent of 1,300,000 shares-only 13% of the

Impression Snowballs

Customers, backers and suppliers are the ultimate audience most executives have in mind when they speak to us," notes John T. Lyons, analyst for City Bank Farmers Trust Co.

Besides the thousands of Campbell shareholders indirectly represented by Murphy's listeners, there will be firms present who have the ear of the major food chains. So far no chain has done more than experiment with Campbell's frozen soup program in test cities. A glowing report substantiating this development's prospects might turn a bellwether chain into a big

Reports will also reach those underwriting and supplying Campbell in this new venture. With their cooperation the food firm has been able to install Campbell frozen soup display cabinets in stores. No doubt it desires continued backing for expansion of this program. Without support of the same magnitude, the Cross & Blackwell Co. has had to entrust its frozen soups to Campbell displays or let them take their chances mingled with frozen juices.

The "sale" a corporation executive has to make, then, as he stands before the security analysts, is that his company is becoming progressively more profitable to deal with. In all probability the sale would be lost if he tried to palm his company off as perfect. This would look like inability to find and correct faults.

As an example of the analysts' thoroughgoing interest in everything to do with company and product, here are some of the ways in which they size up a firm by its customer relations. They know that a luncheon re-

port cannot do justice to every facet of a firm's operation, but where there has been any bad publicity they look for favorable news.

Does the company have a reputation for long, pleasant business connections marked by attempts to cater to local conditions? How rapidly do the products turn over in customers' inventories? Do groups like the Manufacturer's Agents National Association have any complaints on file? Are products strongly competitive in quality, price and promotional backing? Is the manufacturer free of ethical misconduct and does he have a service program where applicable? What missionary work is done toward building long-haul potential? How prompt are shipments? Are complaints met with patience and cooperation? How close are plants to major markets?

Could any company meet qualifications of this sort in all its interior and exterior operations? Probably not. But the analysts exercise common sense in their evaluations, explains City Bank Farmers' John Lyons. They decide whether over-all advantages outweigh disadvantages. They compare firms with their competitors, not with an ideal standard. Their recommendation is not that a certain company belongs on a pedestal but that cold, audited statistics show it is a profitable firm to invest in or do business with.

Nobody Loves a Sphinx

The analysts do not expect an executive to cover all his company's good points in half an hour. They do hope to obtain a better understanding of the company than can be gained from published sources. One of the best impressions a manufacturer can leave is that he welcomes fuller inquiries and respects the business judgment of someone who wants to check fully on potential associates.

It would be considered inadequate for a speaker to confine himself to generalities like these: "The home with the single 5' x 7' bathroom in unbroken white is on its way out," or "Kitchens and kitchen equipment help to sell homes just as much as new homes provide a market for kitchen products . . . hence the suppliers of each are constantly leapfrogging each other with better models."

Joseph A. Grazier, president, American Radiator & Standard Sanitary Corp., reported these facts to the analysts not long ago but he knew their interest in specific influences on his firm's outlook. He plied them with figures on replacement of the 50% of non-farm homes over 30 years of age and breakdowns of the \$12 billion spent annually on home improvement.

(continued on page 36)

THE SCHUYLER HOPPER Co.

MARKET RESEARCH · SALES PROMOTION · ADVERTISING

TWELVE EAST FORTY-FIRST STREET . NEW YORK 17, N. Y. LEXINGTON 2-3135

Why are there so many

"one-fisted" Sales Managers?

Sales managing is a "two-fisted" job. But some Sales Managers tie one hand behind their backs by defining their jobs in terms of super-salesmanship only.

These men got to be Sales Managers because they were top-notch salesmen. They're expert and specialized in the use of that one arm of selling - personal salesmanship. Becoming Sales Managers has merely made it possible for them to use that arm more prodigiously. They're "one-fisted" Sales Managers.

To the extent that a Sales Manager is a <u>teacher</u>, and can pass along his enthusiasm, his knowledge, his experience, and his superior sales techniques to his men, he can undoubtedly turn up a record of reduced unit sales costs by virtue of his teaching talent. But he's still a "one-fisted" Sales Manager.

NOW - if, in addition to good selling and good teaching, he makes good use of that second strong "fist", the <u>promotional</u> aids to selling, he will greatly multiply the possibilities of reducing unit sales costs. He will make the best possible use of handbooks, sales kits, publication advertising, catalogs and bulletins, direct mail, manuals, publicity and merchandising. He will put those promotional aids to work to solve two problems:

- How to give his salesmen more <u>prime</u> prospects to call on prospects who are known to be interested in the product.
- 2. How to make it possible for his salesmen to spend less time on elementary explanation of the product's features; more time closing sales which is one part of the sales job that only salesmen can do.

Thus the Sales Manager will greatly multiply the sales-producing ability of his whole sales organization. He will be in a better position to show his top management how lower unit sales costs can play an important part in his company's profit picture.

He will have become a "two-fisted" Sales Manager.

Sincerely yours,

The Schuyler Hopper Co.

MARKET RESEARCH . SALES PROMOTION . ADVERTISING

"Experienced in the profitable use of the tools that help build sales at lower unit sales cost."

NOVEMBER 1, 1955







Here is a brief showing of the best designed and most complete line of visual sales aids available. Whatever your needs, the chances are we have a binder in stock and in your size. Stock binders mean low cost and immediate delivery. If your needs are special, our staff of designers will analyze your problem and make recommendations. Write for catalog No. 558 or ask for a sample binder on memo.



1700 WEST WASHINGTON BLVD. CHICAGO 12, ILLINOIS A firm's financial needs and how it intends to meet them are a major interest of the analysts. They are impressed by admissions like that of John E. Kusik, v-p, Chesapeake & Ohio Railway Co., who told them not long ago, "Our business is movement and yet our rolling stock is standing still 89% of the time!" He outlined deals for cooperative use of less productive roadways with abandonment of wasteful duplicate facilities. "It costs about \$3,500 a year to maintain a mile of track . . . Abandonment of 1,000 miles would produce a continuing saving of \$3.5 million a year," he explained.

New Ground Sells Well

So many new developments and sales potentials reach the analysts' ears at the luncheons, that they are disappointed if some evidence of radical thinking is not presented. Typical was the news Donald C. Power, president, General Telephone Corp., brought to their attention this summer. He told of cordless telephones now in experimental production. They can be used without wiring in any location. His report on "older developments" covered many offices' use of receivers that need not be lifted unless privacy is desired. The speech contained such statistics as: "Mobile service has now been installed in 300,000 business vehicles and 15,000 private automobiles." Dwelling on the advantages of car telephones for salesmen, Power prophesied that they will be a standard part of every automobile.

He added realism to his words by admitting that representatives are falling down on selling these services and even on routine extras like blinker and sound attachments which compensate for deafness, factory racket or wide open spaces.

When Pittsburgh's Charles Fay spoke, he brought news of Spandrelite, custom-colored glass panels for the windowless portions of glass-clad buildings. He saw the new, low-cost product as competitive with stainless steel, aluminum and enameled metal. PPG's diversification program has been growing for 25 years, he said. "We have 16 researchers for every 30 production employes. Our products include paints, brushes, plastics, chemicals and silicones, cement and insecticides.

"Since auto glass is one of PPG's major manufacturers and Chrysler is its biggest customer, the auto firm's resurgence described in SALES MANAGEMENT, Nov. 20, 1954, has been welcome news, Fay dwelt at such length on the greater use of paint by those who are unemployed and have time on their hands, that he might

well have balanced his remarks with a statement that PPG does not anticipate a nationwide work slack-off. The only other note that rang strangely in the company of so many underwriters was a remark that Pittsburgh's strength can be attributed largely to doing as much of its own financing as possible, internally.

Although the occasional speaker forgets that he is not addressing retailers or a production conference, the security analysts are usually met on their own ground. "We look for upto-the-minute figures, even though too many factors are involved for investment to be an exact science," notes Nathan Bowen.

Regarding senior securities, analysts want to know how bond interest will be met and if it was met with ample margin of safety in the past. They want to make sure that an issue's price and yield are in line with current levels for its class. They wish it could be that easy with second grade securities — speculative bonds and preferred stocks—but a more involved process is frequently required. Fluctuations in these issues often seem so irrational that the analyst investigates them just as he would common stock.

Worth Is Not Price

In selecting common stock that will pay investors a good return or achieve a price increase, he takes into account all the points he considers important in a company's past record and present position. Mathematically he makes a projection of future results and applies his informed judgment to it.

"It is not true that 'a security is always worth what you can get for it'", Bowen declares. Executives who appreciate this are in a better position to sell their firms' intrinsic worth to the analysts.

This "worth" which is distinct from market price goes by at least nine different names in the analysts' vocabulary - all meaning the same thing. The executive who wants to talk their language has his choice of appraisal value, investment value, intrinsic, indicated or central value, normal, justified or reasonable value or fair value. With this in mind, executives who are successful in getting the analysts' beckon to come and make their pitch, might do well to brush up their "Basic English" business expressions. Three free publications which are helpful in this regard are "Appraise Your Competitive Position to Improve Company Planning," Management Aid No. 43, available from the Small Business Administration, Washington 25, D. C., and two Merrill Lynch booklets, "How to Invest," and "How to Read a Financial Report."

To arrive at a clear picture of the value that goes by so many different names, the analyst wants to know a firm's assets, earnings, dividends, and definite prospects. He combines these to arrive at a quantity he calls "indicated average future earning power." This the analyst multiplies by the firm's "capitalization factor"—a measure of quality. To arrive at this measure the analyst combines his expectations as to the firm's stability of earnings, growth and dividends.

So far the process is known as "descriptive analysis," in which the executive can be a source of much information to the analyst. It helps the security specialist to have figures for a number of years back and to know things like the number of times a firm earns its fixed charges in the period he is interested in. He should also know the inventory and accounting systems a firm uses, since these affect his results.

But here the executive does well to leave the analyst, just as the financial expert defers to production and merchandising specialists. When he has the firm's potentialities charted, the analyst searches for times and situations which will enable his clients to get the most out of a stock or bond issue's speculative value. In this he depends on the "feeling for figures" which brought him into this work.

Talking Their Language

One executive who recently related his interests effectively to what the analysts have in mind, is William B. Tippy, president, Commonwealth Services. Tippy substantiated remarks on the detrimental effect of federal and local regulation of natural gas with up-to-the-minute stock market earnings for his industry, which he termed America's sixth largest.

The relative importance of the different divisions of a large corporation is of great interest to the security analysts. In some cases such a breakdown has little application, as when they heard from Lansing P. Shield, president, Grand Union Co., with word of his food chain's expansion into Canada and introduction of college courses for promising young clerks. However, a speech by James H. Jewell, v-p in charge of sales, Westinghouse Electric Corp., naturally fell into more than a dozen different categories of industrial electronics alone.

Evidence of progressive employe relations is always looked for by the analysts. A sympathetic interpretation of labor's dilemma was given by Herman W. Steinkraus, chairman, Bridgeport Brass Co., who took the automobile industry as an example. Speaking of the guaranteed annual wage, he said, "Here we have on one hand a demand for steady employment. On the other hand, one of the features that has given such great employment has been the seasonal stepup to bring out the annual new model and make people discontented with the old one."

Then They Grill You

Typical speech-end questions were fired at George W. Troost, v-p, finance, Chrysler Corp., at a luncheon earlier this year:

"Does Chrysler intend to make more model changes than competition in 1956?" To which Troost had to admit that competition's plans were unknown to him.

"What about loading dealers' prices?" Troost's reply to this ended, "Over the long haul, packing prices is a practice that's probably not desirable. On the other hand, there's not an awful lot that can be done about it... If it isn't sound practice, it will discontinue."

Analysts' estimates of a firm are arrived at after much more study than the luncheon conferences afford, comments Helen Slade, a long-time analyst whom Fortune has honored as "Mother of Wall Street." The conferences serve to keep the executives' contacts with the financial world broad-based, personal and up-to-date. In addition, there is a major benefit which Miss Slade points out:

"In his advisory capacity, the security analyst is a conduit between those with surplus funds and those who require the use of capital. At the end that has to do with surplus funds, the analyst's business tends to be personalized. The upshot is that no completely satisfactory way has been developed for the older generation to hand down their relationship with investor-clients to successors.

"At the conduit's other end, however, there is no reason why juniors in both finance and industry should not join in conferences on the use of capital. The luncheons afford an excellent opportunity for this. The younger analysts attend and many executives bring up-and-coming experts to help them during the question period or to operate a display booth at the door of the room."

In this connection, executives have to be careful that they do not give substance to a remark overheard at a recent meeting, "These lunches are getting too popular. The speakers don't give us inside dope any more." HOSPITALS ASSERTED AS

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HOSPITALS leads the hospital field . . .

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- · Quoted most often
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Make it a success!

Get the facts across

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product advantages,
EXPLAIN its uses,
INCREASE its sales.
Write Dept. A
for the new free
brochure: "How to
Communicate
your Ideas—Get
More Business."

CHARLES BESELET COMPANY



WHEN TWO MEN get together . . . they ante up the money that makes it possible for their "Bell Cow" dealer advertising to ring louder this fall and in 1956. On the

right is Henry F. Argento, vice-president and general manager of Raytheon's television and radio operations, and on the left, Cliff Knoble, director of merchandising.

How "Industrial" Raytheon Becomes a "Consumer" Marketer

A fine industrial reputation wasn't helping Raytheon sell TV and radio sets. So the general management has embarked on an extensive co-op newspaper advertising program. Result: 30 new distributors, 1,000 new dealers.

An interview with HENRY F. ARGENTO
Vice-President and General Manager,
Raytheon Manufacturing Co., Television and Radio Operations

By November 1, the "Bell Cow" advertising program of the television and radio operations of Raytheon Manufacturing Co. had been so successful that an "extended Bell Cow" plan now involves co-op advertising

in newspapers having three times the circulation of the current program, but for only one-third more cost.

The "Bell Cow" advertising plan, named after the bell-wearing cow that leads the herd, is a spirited promotion from Raytheon's Chicago headquarters designed to attract new distributors, dealers, and to sell more radio and TV sets.

The first factory-created, factory-paid "Bell Cow" newspaper ad series has helped to add 1,100 new dealers to those Raytheon had on the books at the first of the year. Many are the outstanding department stores and shops of their areas. In one locality, after a "bell cow" ad ran, four dealers who had never before sold a Raytheon television set or radio wanted the product line.

This was Raytheon's problem: How was an engineering company to enter the consumer market?

Raytheon is one of the world's largest companies devoted exclusively to electronics. With 18,000 employes, the 27-year-old firm ranks among the

top 1% of all industrial employers in the country. To develop television was comparatively easy for Raytheon, with its impressive background in electronics. Marketing the sets was another matter. The company had these qualifications and reputation in the industrial field:

1. From its headquarters in Waltham, Mass., home of Raytheon's four other divisions, it developed and produced the first practical rectifier tubes which changed home radios from battery-operated novelties to plug-in ap-

pliances.

2. It developed mass production of magnetron tubes for radar early in World War II, and claims to have produced more magnetrons than all other companies combined. It took radar out of the laboratory and made more surface-search units than all other companies.

3. It developed and was the first to mass-produce sub-miniature tubes for hearing aids. The same tubes made possible the proximity shell fuses.

4. Raytheon pioneered in making transistors, the electronic mites that replace vacuum tubes in radios and are the keys to unlocking a thousand industrial doors.

Although basically an engineering company, Raytheon developed some commercial aspects during the war. When its Government contracts declined after V-J Day, it looked for something to take up the slack.

Radio and television appeared to be a good avenue to the public. Seven years ago Raytheon entered the radio-TV market, setting up in Chicago. But the name of Raytheon, impressive in certain industrial fields, meant little to the average person looking for a television set in the late 1940's.

Tackled the Problem

In 1953, Henry F. Argento, a 22-year veteran with Raytheon, was named vice-president and became general manager of the television and radio operations in Chicago. Assisting him, as part of his new team to reorganize and streamline the operations, were Cliff Knoble, director of merchandising, and Curtis L. Peterson, advertising manager. Argento tackled the obvious problem of bringing Raytheon's name to a greater portion of the American public.

Sales began climbing but, as Argento says, "sometimes irritatingly slow." New methods were initiated:

1. Fewer sets in the sales line were made.

2. A good, basic TV chassis was designed early in 1954, and for a year and a half the same chassis was continually perfected until Raytheon management now believes it has the

most serviceable TV sets in the in-

3. Cabinets were given high styling for greater customer appeal.

4. A new, all-steel cabinet was introduced in June 1954, featuring toptuning, "all-picture" fronts and a selection of decorator colors.

Problem that continued to plague the new management team was how to get new and better distributors and dealers while the product line was being developed. Says Argento, "This is comparable to selling a suit of clothes at the same time it is being sewn."

Not endowed with "oodles of advertising money, and unable to blanket the country with national advertising, we had to make the television and radio operations live on what they made. We started by supporting the distributors we already had."

Attractive Proposition

This was the beginning of the "Bell Cow" advertising program. Contacting distributors, Argento and his team would buttonhole them with this proposition: "You take in one good new account with a top reputation and we'll pay for a continuing monthly schedule of local newspaper advertising."

There were only three minor stip-

ulations:

The lowest possible advertising rate.
 Ten days' advance notice of

when dealer was going to run the ad. 3. Permission to run a list of the other Raytheon dealers in the same

town or area.

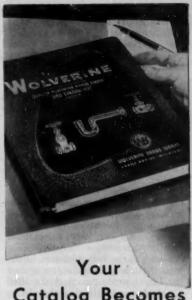
By getting the dealer to run the "Bell Cow" ads at the local rate, Raytheon saved the difference between the lower local rate and the higher national rate the factory would have had to pay—as much as 35%.

With local rates for the dealer's large "Bell Cow" ad, and with national rates only on the single column listing of other area dealers, the advertising budget stretched amazingly.

In the 40 major cities where the program was first splashed, a combined newspaper circulation of more than eight million was racked up each month.

Mechanics of the program: Raytheon furnishes each participating distributor with a complete assortment of mat proofs monthly and a bulletin which outlines how the distributor can have four 400-line ads or one. 1,800-line advertisement, or a variety of alternatives. Policies of the program are reiterated in each mailing so that distributors may have the plan clear in their minds.

The distributor requests an "ap-



Catalog Becomes a Powerful Selling Tool in

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Your sales volume increases when Heinn Binders add sales appeal to your catalog and Heinn-designed indexing stimulates buying action by giving facts in three seconds. Years from now, when ordinary binders are worn out, your Heinn covers will still be a credit in appearance and performance.

Heinn custom-styles loose-leaf binders to meet your sales need. Because the emphasis is on ideas, uncompromising standards and service, Heinn attracts customers whose names alone are recommendations. For proof of the satisfaction that Heinn delivers, consider the repeat orders that keep coming in...some from companies Heinn has served for 40 years!

New...

"Facts at Your Fingerips," the booklet that simplifies catalog planning. When writing for your copy, please indicate your needs in binders and indexes.



THE HEINN COMPANY

314 WEST FLORIDA STREET MILWAUKEE 4, WISCONSIN

ORIGINATORS OF THE LOOSE-LEAF SYSTEM OF CATALOGING LEADERS SINCE 1896 proval form" stating which store or dealer he has selected as his "Bell Cow," Raytheon checks on the proposed ad rates and the store or dealer reputation, and sends back an authorization.

In August the company brought out its new line featuring 30 models of black-and-white 21-inch and 17inch TV receivers in Raytheon-developed all-metal cabinets and colors as well as conventional hardwood cabinets; two transistorized radios, a twin speaker model that plays for two years on a single battery, and another smaller one that plays for 500 hours on four standard flashlight batteries; the first 21-inch color TV set in the industry designed for mass production.

To sugar the coffee, Raytheon declares it has the "best prices in a greatly competitive market. The dealers get the best discounts in the industry to help them compete against the larger producers. And the 'Bell Cow' ads constantly extol the virtues of Raytheon products and further recognition of Raytheon's name in the

New distributors? About 30 have been added to the 47 Raytheon had at the start of 1955.

"We have built our name in the eyes of distributors and dealers," says Argento, "and today we can say we even have a much better class of distributors. There are many others, handling competitive lines, who are paying attention to us now when they wouldn't look at us last year."

Cliff Knoble has this to say about the "Bell Cow" program: "It has meant a lot to Raytheon. We can go into a city with a big distributor, and have the 'Bell Cow' ad run over the logo of his leading—or bell cow—dealer. The people in that community hear about Raytheon's products from one of their own well-known stores. This helps our reputation, our name, and the standing of our products in the eyes of dealers and public."

Better Dealers

The quality of individual dealerships has risen sharply, too, according to Knoble. "No other single manufacturer in the nation has such a combination of top stores recommending his name."

Raytheon management considers the first "Bell Cow" series a successful appetizer and is currently kneedeep in an "extended Bell Cow pro-This is the way it is charted:

1. Program will be extended to as many as seven more towns in each distributor's territory.

2. While the factory has been paying fully for the first "Bell Cow" ads, the distributor has, at the same time, been building up co-op funds. In the "extended" series, the dealer will bill his distributor for the cost above his portion of about 25%; the distributor will make a claim to the factory, which charges 25% against factory advertising funds and the remainder to the co-op fund.

What this means is that with the dealers paying 25%, for example, and the factory and the co-op fund paying 75%, Raytheon can get more top-ranking dealers in principal towns (under each distributorship) into the program. Naturally, the boon to this plan is the local rate dealers pay, in comparison to the stiffer national rate the factory would have to pay if it placed the ad under the Raytheon

Argento and Knoble smile when their scratch pad figures show that they can cover 270 cities of more than 25,000 population at a low cost of \$53,000 a month to the factory. Combined newspaper circulation in the 270 cities runs into the millions.

The scratch pad also reveals that if an advertisement in a major city newspaper costs \$4 an inch, the "ex-



tended Bell Cow plan," for one-third more, or for a total of \$5.33, will put the same size ads into five other cities in the territory, providing wider coverage, greater circulation and serving more dealers.

Results of management's thinking are having their effect on distributors and dealers. When Raytheon intro-duced its new line in August in a series of regional sales meeting across the country, about 60% of the distributors bought only sample sets; the other 40% bought in somewhat larger quantities.

Then suddenly demand began to materialize from the sample orders,' he explains, "and the production schedules, geared to the quantity orders, were found to be all wrong. The schedules had to be completely revised to meet the heavy demand."

With about 3,400 dealers now on the roster, Raytheon expects to double that number in six months by virtue of its advertising and merchandising program and the constant improvements in its products.

In connection with "Bell Cow." Raytheon just completed a "Dividend Jackpot" program which featured cash prizes, gold-plated clock radios, and diamond-studded tie pins.

Sales of Raytheon products in the

future will call for a greatly expanded version of the current "Bell Cow" and "jackpot" programs. Blackand-white television, for instance, is the major product. Estimates in the industry are that eight million blackand-white TV sets will have been sold at the end of 1955, and that there are 35 million homes in the nation now equipped with television.

Competition Continues

"But the field is far from dry," Argento points out, "and the competition for the 'second set' market con-tinues, as well as for the prestige buyers, and mass buyers such as hotels, motels and hospitals."

Raytheon is quick to point out that it scored several "firsts" in color television. As soon as the compatible broadcasting method was approved in December 1953, it was the first to sell 15-inch color receivers to consumers. It also shipped the first 19inch color sets in the industry, in the spring of 1954, and brought out a 21inch model designed for mass production in August of this year.

An aside: The entire industry is keeping a wary eye on color television. There are now more than 200 stations across the country equipped to transmit color programs. But only 20,000 to 40,000 color sets will be sold this year. Prices range from \$695 to \$1000 per set, and the public has not shown an inclination to buy at these prices.

Argento says, "Raytheon's color re-

ceivers sell for \$795 for a 21-inch mantel model, and \$895 for a 21-inch console model. We are preparing for the 'break' in the cost and demand for color next year, when industry sales may rise to between 200,000 and 400,000—no one knows how many. We intend to keep Raytheon leading the way in the production of color

Despite what some consider to have been the "rugged battles" of the past two years, Raytheon is beginning to see the exit path from the industrial sales woods. Through the "Bell Cow" advertising it now has an accepted and fast-moving line of TV and radios, with plans for more consumer products in the making. With a stronger and more expert distributor and dealer organization, the company is confident that 1956 will be the biggest year yet, and every ensuing year better than the one before. Company eyes on a larger share of the 110,000 retail radio-TV dealers in

The End

Nation-Wide Coverage of Industrial "Buyers" at the Essential Local Level!

Being Neighborly is Good Business! For Quicker Sales, Advertise Locally in the P. A.'s Own Magazines

Your advertising is like a friendly hand-clasp across-the-desk when it reaches industrial Purchasing Agents in their own regional purchasing publications. Next best to personal sales calls, here's advertising that's basic! Here's a top potential of 100% "buyer" coverage in your industrial markets . . . at the essential local level. These are the official organs of the P. A.'s own Associations, influencing buying habits for multi-billion dollar Industrial America. Each is "must" reading for its regional membership - collectively, a national total of 35,000 men who buy what you sell. Increased industrial spending calls for quick ad-action by you-either in all 17 for a "grand slam," or your choice of selective markets. Use the check-list as your guide, and get into the next issues.

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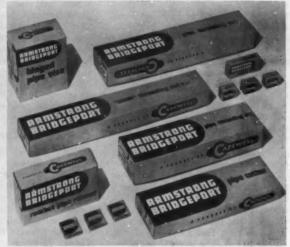












ARMSTRONG PRODUCTS are tied to Capewell's through unmistakable family resemblance of packages.

These High Voltage Packages Grew Out of a Merger

When Capewell bought Armstrong Bridgeport, the action triggered a complete package re-design program. Products selling largely to the industrial market are now dressed with all the care usually given to consumer items.

A merger is almost sure to raise two policy questions which demand an immediate answer:

1. Do we retain the separate brand names, do we consolidate them at once, or do we make some interim move which prepares for the day the line will be unified?

2. Whatever course is adopted, what do we do now about our pack-

When, in 1950, The Capewell Mfg. Co., Hartford, maker of hand and power hand saw blades, hammers, ground tool steel, foundry chills and parachute and aircraft safety belt fitting, bought Armstrong Bridgeport Co. maker of pipe fitters' tools, it encountered just such a situation.

On Question 1, the decision was to prepare for a time, perhaps several years hence, when the line would be unified under the Capewell name.

On Question 2, the company elected a complete packaging redo. Starting point was the need for unified appearance of the line. But snarls and involvements developed at every turn.

Examination of the company's sales and merchandising problems revealed that the products needed much more display value. Those to be designed for the Armstrong tools had to retain the Armstrong good will. Packages needed to be not only functional, but smart looking . . . to "help to suggest a new and dynamic policy of product improvement, servicing and selling methods." As if this weren't a large order in itself for a group of products of odd shapes and sizes, inherently difficult to package and lacking display quality, there were innumerable complications arising both from the variety of distribution channels and the selling situations in some of them.

Capewell's now-combined product line was selling direct to the industrial market; through hardware wholesalers and retailers; through plumbing, auto, and mill supply houses; mail-order houses; sporting goods and marine stores, and department stores. How did the sporting goods and marine stores get in here? Answer: 10 months ago Capewell came up with a new product—a consumer product—a snorkel for underwater observation, skin-diving and spearfishing (the first, incidentally, of a planned line of top-quality water sports equipment) which took it into an altogether new field and required new types of outlets and quite different methods of merchandising. Obviously, this product in itself, required a carefully worked out variation of the package theme.

What started out to be a job of packaging merely to tie Armstrong Bridgeport and Capewell packages together soon broadened into a design program which would take into account a variety of merchandising needs, the differing situations at the industrial, wholesale and retail levels, and the firm's future packaging problems. The need for display, the strong movement toward self-service, even the do-it-yourself trend were major influences on packaging thinking.

Frank Condon Associates, Inc., an independent package design organization, was assigned to work out the program. Says Condon: "The old dividing line between 'consumer' and 'industrial' packaging is rapidly disappearing," How this philosophy was applied to Capewell is revealed in the development of packages for the company's line of pipe fitters' tools.



IT WEIGHS 13½ POUNDS! But placing of two handles in double-wall compartment adds needed reinforcement. Stocks, dies and adapters—which used to be wrapped, now become visible.



DISPENSER BOX packages power saw blades. Blade feeds out at left, can be cut off at any desired length. There's a device to recoil, too.

"It seemed logical," states Staunton Williams, Capewell's president, "to start with the products most likely to be displayed because they could be helped most by an improved package. We chose pipe fitters' tools because of the increasing importance of the hardware store market where display is a must if a product is to achieve a good market. Further, we assumed that these tools, properly packaged, would be displayed by plumbing supply houses. As things turned out, our assumption wasn't entirely valid.

"When we made a survey to determine the package needs and display habits of plumbing supply houses, we soon learned that many of these businesses were backward in their selling methods, showing little appreciation for the value of, and the need for, proper display. This situation is proper display. understandable in the case of some products-such as pipe fittings-but not for tools sold to the contractor for his own use and often over the counter. Here the sales situation parallels the retailer-consumer setup; consequently one expects the tools to be on display where they can be seen and handled. But the average plumbing supply house appears to have progressed little beyond the old-time hardware store where a counter barred access to the stock. This, of course, is not selling, but waiting for customers to ask for something.

"Let's be fair: some wholesalers do utilize display selling to some extent.

And, again to be fair, let's recognize that not much effort has been made by manufacturers to furnish the wholesaler with packages suitable for display."

Aside from display, what other factors, the company asked, would justify a special package design effort in the plumbing supply industry? Conclusion was that the effect of a well-designed package on the plumbing contractor-consumer at the moment he might or might not buy a tool was important.

Says Condon: "Anyone who thinks that style is wasted on a man in the plumbing trade, for example, should consider that that man spends a considerable part of his life as a consumer and like everyone else is subjected to all the influences of modern styling. He probably owns a late model car. He looks at TV. He often has a smart display room of his own. It is easy to be misled by labeling products 'consumer' or 'industrial' or 'non-consumer.'

"Call the ultimate user what you will, the important thing is how to interest him in your product. The consumer is the man who uses your product regardless of where he buys it. This kind of thinking prompted Capewell to design packages for the plumber with the same care given retail store packages. The wholesale buyer, too, can be impressed by attractive packaging because, no matter how fine the product, it does not necessarily sell people today unless the package reflects the pride of the manufacturer. The wholesaler, backward though he may be in some ways, knows subconsciously, at least, that attractive, modern packages help to sell any product."

Another consideration in connection with the new packages for pipe fitters' tools: The hardware store selling to home owners is a relatively new outlet because of the do-it-your-self movement. More people are learning to handle their own plumbing repairs and improvements.

Finally, the advantages of an upto-date package for mail-order houses were obvious. These merchandisers were among the first to recognize the power of the package and have long been insistent that the package be self-explanatory, both for advantages in mail-order selling, and for selfservice demands in their retail outlets. ("No other factor in store selling can approach the importance of the selfservice movement. It is felt in every type of retail store and even in some not thought of as retail outlets.")

The decision to put most effort into repackaging a nucleus of the pipe tool line tied in well with the proposed

Coming November 10

Future Sales Ratings on over 100 industries. An appraisal of industry-by-industry sales prospects from 1955 through 1965 and a comparison with what these prospects were in the decade just past.

How does your industry rate?

SALES MANAGEMENT

129% SALES INCREASE IN 3 MONTHS A MARITZ SALES BUILDERS INCENTIVE PROGRAM DID IT!

Sure, business was good for this automotive firm (Name on request)... but a dynamic MSB-produced Incentive Program made it 29% better. This 90-day sales record is just one case history of what Maritz Sales Builders is doing for hundreds of firms in all types of industry.

According to conservative estimates, there is at least 10% to 30% dormant energy and ability in every sales force. You "tap" this ready source of increased business when you use an MSB Incentive Program to achieve your sales objective. Whether your problem is selling your complete line, pushing a new product, obtaining new prospects or increasing sales generally, a Maritz Sales Builders Incentive Program is ready to solve it.

And, an MSB Incentive Program is so easy and economical to put into action. Once you've selected your objective, we'll go to work and handle all details. Without cost, we will send you sample prize books, "instock" campaigns or "tailor-make" a campaign to fit your needs, help you write your rules, and design all promotion material for your program.

You can offer your salesmen more than 1,500 MSB Prizes, the world's finest. Each one is a famous-name, nationally-advertised item... and you pay wholesale prices only after your results are in and the prizes are earned.

Get in touch with a Maritz Sales Builders' representative today. He's backed by MSB's 25 years of incentive "know-how" experience that can bring your sales objective within easy reach quickly and economically. Call him now... or write us direct.

accelerated promotion to the hard-ware trade, because the best sellers in the plumbing trade were the tools most likely to be bought by home owners. For the same reason the plan proved ideal for mail-order stores. One house reported a 20% sales increase as a result of displaying the new packages in its stores, "because, before, few people knew what the tools were for."

The photographs show the new dress. Although the weight of some of the products seemed to preclude use of folding box construction, corrugated board was made to perform the double function of providing necessary rigidity and holding the various parts in place. All packages for Capewell products are in red and blue, Capewell's traditional colors. Exception: The Technite hack saw blades boxes show the trademark on a gold background to emphasize the superior quality of these special blades.

Packages for Armstrong Bridgeport pipe tools retain the black and orange which long identified them, but the resemblance to the Capewell line is unmistakable.

Products sold in corrugated cases to other manufacturers were tied in with the over-all design scheme by use of labels bearing the trademark and a careful description of contents.

Snorkel is Different

Capewell's snorkel, different in every way from all other products in the line, required planning from scratch. Though some overlapping of markets is expected (example: hardware stores), the product is sold primarily through sporting goods and marine stores. Here the package had to stand on its own because Capewell's long-established reputation could not help much in new markets. Therefore design relationship was considered secondary to attention value.

By consciously planning ahead in the design of today's packages, Capewell is assured of a comparatively easy transition when the time comes to switch identity on the Armstrong Bridgeport line to the Capewell name. Essentially the change will be merely a transposition of the Armstrong Bridgeport and Capewell trademarks, with a corresponding change in relative importance. In place of "A product of Capewell," the new reading will be, "Formerly Armstrong Bridgeport." The question of color can be handled in one or two ways: the orange and black retained for a period, or a change to Capewell's red and blue made with the design revision.

The End

Mail coupon below for free copy of "A CHALLENGE TO MAN-AGEMENT"—a four-part portfolio of incentive strategy.

MARITZ SALES BUILDERS

4200 Forest Park Blvd., St. Louis 8, Mo.

Offices in Principal Cities

INCENTIVE PLANS . MERCHANDISE PRIZES . TRAVEL AWARDS

MARITZ SALES BUILDERS, 4200 Forest Park Blvd., St. Louis 8, Mo.
Send me a free copy of "A CHALLENGE TO MANAGEMENT"

Name Company.

Address City, Zone, Stat



ONE FOR THE ROAD ... Helen Eatman serves her fellow-traveler a steaming cup of Nescafe after a hard day of demonstration.

A Couple, A Trailer, A Thousand Cups of Coffee

BY HARRY WOODWARD

Management at The Nestlé Co., Inc. must have a little of the gypsy in its soul. . . . For last May, after long, technical discussions with Medical Coaches, Inc. (that generally builds ambulances), the company got rolling its new, king-size trailer, pulled by a fancy Ford station wagon and driven by a bouncing young extrovert named Joe Eatman. Sitting next to Joe was his attractive wife, Helen.

Nestlé was sending the Eatmans, whose name is tailor-made to the product, on a multi-state tour, to build sales for Nescafé and Quik. All summer the Eatmans toured the upper Midwest, the Great Plains, the Corn Belt, pulling into parking lots next to super markets in the bigger towns, dropping anchor next to small grocery stores in hamlets, inviting shoppers via the speaker system built into this plush trailer to come in and sample a cool drink. Once inside the visitors were given the drink, plus some old-fashioned hospitality and a quick lesson in the fine art of producing iced coffee and chocolate from Nestlé's products.

The Eatman tour has been so successful that Nestlé is now routing the

couple through the South this winter. No other rig, says Joe, such as their special trailer and wagon, is used for such a purpose. "We're pioneers," he says proudly. But pioneers in style: They've yet to meet hostile natives and the only wampum they've had to dispense is another glass of iced coffee.

Nestlé does the routing of the caravan. Local grocers and super markets know when the Eatmans are due; the way has been paved. Salesmen precede the caravan, building store displays of the Nestlé products, setting up point-of-purchase material. For the program is intended as a personalized "grass roots approach to both stores and their consumers. Local newspapers carry advance advertisements warning of the arrival of this 20th century wagon train. The salesmen have gotten there first and hung banners. And while Joe and Helen aren't really salesmen, they get a boot out of taking extra orders stemming from the local interest.

These Eatmans are a story in themselves. Joe (that's his name, not Joseph) is a big, athletic Alabaman who would rather sell than play football which he once did, at the University of Alabama. He already had experience in food jobbing: He went to Alaska for a concern that housed and fed more than 6,000 civilian contractors and their families. Often the temperature was 72 degrees below zero. The big deep freezers which the company used seemed positively tropical by comparison. In 1954 he returned to Chicago and joined Nestlé as a salesman. Helen, his wife, became a Nestlé secretary.

It was Providence that got these two Nestlé-ites onto the caravan. One evening early last spring, Nestle's North Central regional manager and his wife invited the Eatmans to a party. During the evening the host waxed eloquent about the company's projected Hospitality Caravan . . built to the most rigid standards for cleanliness and the serving of food . . meeting all state laws as well as Nestlé's rigid requirements . . lighted glass panel in the rear to hold a display of products . . . side panels which could be raised for demonstrations . . . built-in Hi-Fi. The Eat-mans listened, bug-eyed. Helen liked the idea of the capacious lockers, the storage drawers, the pretty paper goods, the electric refrigerator.

"How would you two like to take the Hospitality Caravan on its tour?" asked their host. That was it. The Eatmans couldn't sleep the rest of the night. They planned sales appeals, they got out maps and studied them. And, later, they got practical experience before they started on their long trek. When the big trailer was ready, they took it out in the evenings for local demonstrations and for a big do at the National Restaurant Show in Chicago.

By now the Eatmans have the technique. "You must know your products and you must hold your audience's attention," says Joe. While Helen serves fresh iced coffee and cookies to her audience, Joe explains the proper methods of making it. "I watch the audience carefully," he says. "We must be prepared to change tactics rapidly if they seem to be losing interest." Then come suggested recipes for useing Nescafé and Quik. "No woman can resist a recipe."

Mostly they discuss tangibles—quality, flavor, convenience. And Helen says her visitors rush into the store to buy Nescafé when she tells them how to make delicious desserts.

And is Nestlé pleased with their performance? It is. For everywhere the Eatmans and their wonderful Caravan appear, sales of Nescafé and Quik have appreciably jumped. And sales records show increase holds.

"Who could ask for anything more?" asks Helen. The End

What newsstand sales mean to advertisers



America reads the Post



"You try to pick the murderer. It's got me stumped!"

TOM WATSON, account supervisor, N. W. Ayer, N. Y., previews Edwin Lanham's "Death in the Wind," starting in this week's Post.

"I've suspected everybody in turn and, frankly, I'm baffled by this whodunit. There's a phony kidnaping, then a real murder. Who did it? The murdered heiress' husband? One of her two ex-boy friends? The redheaded widow? At this point, the hero himself is suspect No. 1, and I can't see how he'll clear himself. But I'll be following the clues to the last installment."



In all, 9 articles, 4 short stories, 2 serials and many special features in the Oct. 29 issue of The Saturday Evening Post.

Thick-headed Thornton

"The Heedless Heron"



... never tries to get in step with his prospect

HE LOSES SALES BECAUSE . . .

(a) . . . he is too informal in his approach

(b) . . . he doesn't first offer the prospect a cigaret

(c) . . . he ignores his prospect's likes and dislikes

Thornton's sale goes up in smoke because (c) he isn't sensitive to his prospect's likes and dislikes.

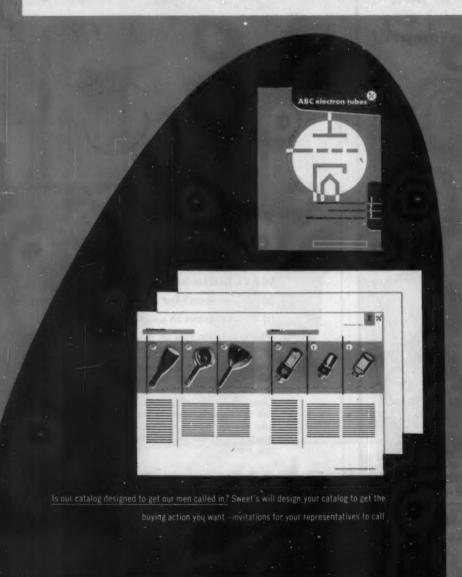
Always try to get a line on a new prospect before you call. Ask other salesmen, business associates and even his office personnel how best to get in step with this man's personality. Once inside his office look for "clues" to his eccentricities. Let the prospect take the lead when it comes to smoking and joke telling. You'll make more friends and more sales when you try to be the kind of man your prospect likes to do business with.

O 1955 William G. Damroth & Co.

Editor's Note: Sixteen of these sales cartoon quizzes have been bound in a handsome, two-color booklet titled "The Lost Sale." Order your copier now. Prices: \$1.00 per copy up to 11 copies; 80c per copy 12 to 99 copies; 60c per copy 100 or more copies. Send order and check to Sales Management magazine, 386 Fourth Ave., New York 16, N. Y.

one way to get more invitations for your salesmen to call

Any procedure that improves the chances that your catalog will be used more often by more potential customers will produce more invitations for your salesmen to call. Needs for your type of product spring up daily all over the country at unexpected times and in places where your salesmen are not immediately on the spot. At such times your catalog is the one instrument that buyers can use to identify your product as one which may suit their requirements. [Buyers use catalogs to sift suppliers before calling in salesmen.] A marketing-minded management will ask two all-important questions: Is our catalog designed to get our men called in? Is our catalog distributed for maximum use by all our good potential customers?



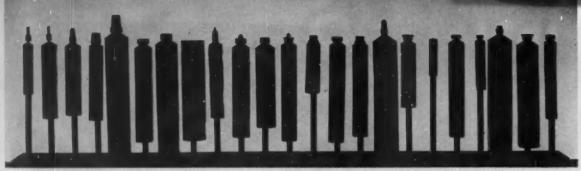
is our catalog distributed for maximum use? The Sweet's method will get your catalog, where you want it to be and keep it on the job-give you selective coverage of all good potential sustainers, eliminate wasteful distribution, and give you the tremendous advantage of being on the spot during preliminary stages of buying when buyers start their quest for a supplier.



Six Sweet's Catalog Files [Product Design, Plant Engineering, Machine Tool, Industrial Construction, Architectural, Light Construction] sent annually to key buying factors in each of these markets, give you the opportunity for specialization in the design of your catalogs, and selectivity in their distribution—also the assurance that your catalogs will be kept and used whenever information on your product is needed. If you'd like more information, call our office in Atlanta, Boston, Buffalo, Chicago, Cincinnati, Cleveland, Dallas, Detroit, Los Angeles, New York, Philadelphia, Pittsburgh, St. Louis, San Francisco—Sweet's Catalog Service [a division of F. W. Dodge Corporation].

"50 years of service to industry"





SHADOW AND SUBSTANCE . . . type of tube cap makes the difference on sales charts.

"You Can't Put Our Product in a Tube!"

Occasionally a company president, with not a day's sales experience in his career, is instinctively a sales executive. Such a president is Kenneth M. Leghorn, 35-year-old president of Sun Tube Corp., Division of Bristol-Myers Co., Hillside, N. J. Leghorn, an MIT graduate, has a technical background and began his career with Sun Tube—one of the nation's largest manufacturers of collapsible tubes—eight years ago as a metallurgist. But he is responsible for a sales-producing promotion he calls Sun's "Tube of the Month."

Each month Leghorn sends out to clients and handpicked prospective clients (though he's quick to point out he's not trying to steal business away from his rivals) an attractively packaged box containing a nationally-known product—perhaps shaving cream-in one of his company's tubes. The idea: to show that Sun Tube has the engineering imagination to package, in tubes, products which may not have been so packaged before. Or to demonstrate that merely putting a product into a tube isn't enough. Leghorn, through these gift tubes, demonstrates that the shape of the tube is important and—here's his chief selling point—the type of tube cap can make all the difference on sales charts. For most people a tube cap is a tube cap. Leghorn wants to get over the fact that there are literally no limits to the types of caps which can be made for tubes.

Some of the more unusual tubes Sun has produced and is producing: Unitubes (tubes holding enough for a single-time use); a safe container for a fire-

starter to be used outdoors; a tube with a serrated neck—a star-shaped ribbon emerges for cake decoration. Another tube dispenses adhesive paint, making it possible to mark rugs for cleaning. Another tube uses a ball point cap to roll on decodorant.

Slight changes in necks, caps, size, adapt tubes to specific uses. Lack of seams (cans, unlike tubes, are seamed) enables tubes to hold materials that might otherwise be tainted or break through a seam.

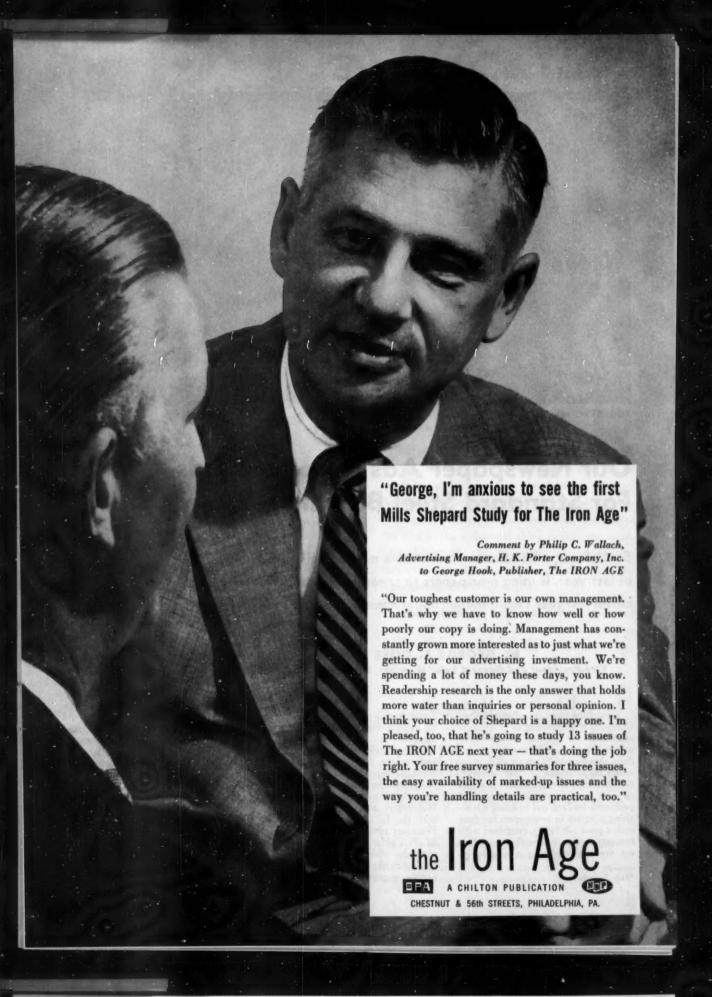
Nothing pleases Leghorn more than to have the recipient of one of his "Tube of the Month" boxes come in and say, "Wonderful idea. But you can't put our product in a tube!"

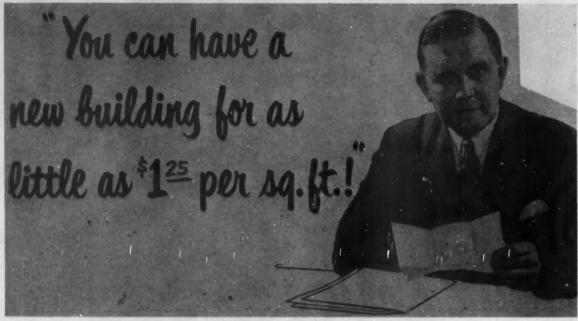
He's proud of Sun's tube job on a special ointment for treating cows with mastitis, a disease of the interior udder. Until Sun produced a tube holding penicillin ointment, stricken cows had to be treated with a syringe. The cows were distressed and so were their owners—a cow so treated was knocked out of milk production for several days.

Leghorn fits his "Tube of the Month" to the season, color-tying the gift and the package to the special occasion. This lends impact, he feels. And he often sends special tubes, designed for women and children, so that the recipient takes them home.

His ideas—especially the "Tube of the Month"—have paid off. Sun Tube has sold many manufacturers on using its designing genius. And clients already on the books like to do business with a company that seems alert to improving already good tubes.







FORCEFUL opening on Soule ads stop prospects, pull inquiries.

Our Newspaper Ads Uncover Leads For Standard Steel Buildings

Soulé Steel, with sales in the first nine months well ahead of last year, is using newspapers to spearhead its drive to better last year's multi-million dollar home and export sale.

BY GEORGE L. COBB Vice-President and General Sales Manager, Soulé Steel Co.*

The prime objective of Soulé Steel Company's advertising is to procure sales leads for salesmen of our standard buildings. That is why we use daily newspapers. Two years of experience have shown us that properly designed copy in this medium provides us with a steady supply of interested prospects. In fact, our building advertising program in newspapers has done such a good job for us, combined with energetic sales follow-through, that we are contemplating a sizable in-

crease in this phase of our promotion, to include expansion into secondary markets.

Our experience in this field dates back to the fall of 1953, when we asked ourselves who were the best prospects for our mass-produced, rigid, clear-span all-steel buildings. We began research in cooperation with the L. C. Cole Co., Inc., San Francisco advertising agency, through M. E. Dakis, account executive. This research, which has become a continuing market study, showed us that anyone engaged in any business ac-

tivity was a potential prospect.

Because of the versatility of application of a Soulé building, we saw that our product could be used for manufacturing, processing, fabricating, warehousing, agricultural structures, retailing—almost any commercial enterprise.

We have sold and put up very large buildings—for example, an aircraft plant for Douglas covering 186,000 square feet. Larger ones have been erected overseas. But we are just as interested in the firm that needs a small building, as modest as, say, 32 feet wide, 10 feet eaves height, and 40 feet long (our buildings come in multiples of 20 feet in length). We decided that small or medium-size businesses might be even better prospects than large ones for our mass-produced, low-cost, readily available buildings.

To reach top management men in plant and production we contracted for advertising in *The Wall Street Journal*, Pacific Coast Edition, and in about 85 vertical publications.

To reach the volume share of the

^{*}San Francisco.

How we get the point of your red pencil

0

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Many hours of writing, rewriting and polishing have gone into the copy. The layout is sharp and bright—an imaginative showcase for a strong sales story. The account executive presents the ad with pride.

And then the client . . . that expressive crease between his eyebrows deepening—reaches for his sharp red pencil.

This is the time when advertising agency men are reputed to mutter under their breath, the moment when their ulcers are said to snap almost audibly in the strained stillness.

But that is fiction—in our experience.

Through many years of serving many accounts, we have had little reason to resent, or fear, the client's red pencil. On the contrary, we seek clients' suggestions because more often than not they make a good ad even better.

The main reason we seek, rather than resent, client suggestions grows out of the kind of agencyclient relationships we work hard to build, and to deserve: relationships based on the understanding and mutual confidence of partnership.

As partners, not suppliers, we work with a client all the way through a given marketing problem, from beginning research to the finished campaign. We (client and agency) become a selling team progressing together toward clearly defined and mutually understood sales objectives.

That way of working makes the advertising we produce more resultful than it could be in any other way, and at the same time makes it unnecessary for us to be touchily defensive about it.

Working as closely as we do with the client, we learn that he has some pretty sound ideas, too, and that the intelligent teaming-up of our mutual

abilities can make our copy a better, sharper marketing tool.

But while we don't resent the client's red pencil, neither do we fear it. We have no reason to. As partners, we have not only the right but the duty to speak up strongly when we feel the client is wrong. Sometimes we convince him, sometimes we don't. The important thing is that the result of such give-and-take discussions is more effective advertising and sales promotion than can be obtained by any other method.

Long ago we got the point of the client's red pencil. We learned that it is aimed not at our ego, but at more sales for him. And that's our target, too.

Marsteller, Rickard, Gebhardt and Reed, Inc.

NEW YORK . CHICAGO . PITTSBURGH

AFFILIATES
PUBLIC RELATIONS • BURSON-MARSTELLER ASSOCIATES, INC.
MARKETING COUNSEL • MARSTELLER RESEARCH, INC.



FOOD RUSH" DAYS
IN SOUTH BEND!

Important food merchants know a good thing when they see it. That's why they've been "staking new claims" all over South Bend, Indiana. Since the first of the year National Food Stores have opened their first and second store in South Bend. Kroger has opened another giant super market. The largest Independent has doubled in size. Why? Look at income and sales figures for the South Bend Market. You'll see why the "Rush" is on. Write for free market data book.





Franklin D. Schurz -- Editor and Publisher
STORY, BROOKS & FINSEY, INC ... NATIONAL REPRESENTATIVES

market represented by the mediumsize and small business operator we decided to use daily newspapers. Our reason for this choice: mass coverage of the market at low cost per 1,000 prospects reached.

To make the most of the potential, each advertisement is tailored to stimulate action on the part of the reader we desire to reach. Newspapers are read by a lot of different people: college men, housewives, employed men and women with no active interest in steel buildings. Therefore, we try in our advertising, to write headlines and use illustrations that will stop the individual who might be a prospect for us. He will be a man who needs a building fast, with maximum usable space, at low cost. To "pick" such a man from the mass of newspaper readers we use heads like "A New Building Erected for Use Within 10 Days" ("We're doing it regularly for our clients throughout the West"). "Soulé Buildings Give More Usable Space per Dollar" is another attention getter. Line cuts or photographs tell the main part of our story. For example, in one of our most effective pieces of copy, six cuts illustrate the rapid materialization of a Soulé building from mass production in the factory to completed job on location.

About the Author

George L. Cobb, vice-president and general sales manager of Soule Steel Co., joined the firm in 1935 as a member of the sales staff.

A graduate in engineering of Stanford University, he is married and lives with his wife and three children in Berkeley, Cal.

Text is always brief. It emphasizes the ease with which a Soulé building becomes a structure ready for use. ("Soulé crews arrive on your job site with complete, preengineered building parts, efficiently and quickly erect your building" . . . "Every square foot of building area is usable" . . . "Because they are mass produced, and erected 40% faster than slow brick or concrete construction, Soulé buildings cost less, are the most

efficient, practical structures you can buy!")

The technical, proved-benefit headlines "choose" our prospect. The text, we hope, holds his attention long enough for our story to move him to action. A coupon offering a free catalog makes action easy. ("Please send me your Standard Building Catalog, showing your buildings, and how you can erect them in 10 days!")

The advertisements are usually four columns by 33 inches. Our agency selected this size to stand out in competition with large-space retail copy in daily newspapers. We also use a two-column-by-10-inch size. For metropolitan newspaper insertions we request a position on the financial page if possible.

Within two or three days after one of our newspaper advertisements has run, inquiries begin to come in to the Soulé office or offices noted on the coupon. We have 10 sales offices in key points in the 11 western states which we serve with steel and aluminum building products and steel buildings. We also have an office in New York City for export inquiries.

Inquiries are sent at once to a trained specialist whose job it is to code and classify them and insure an immediate reply by mail. The breakdown covers such facts as the type of industry or business from which the inquiry comes, size of building the inquirer is interested in, use to which it is to be put, and similar data. These facts are turned over to our company's commercial research department which makes a tabulation of the information provided. This helps us to keep a finger on the pulse of the market. Demands and uses change constantly, we have found, even for so fundamental a product as a steel building. New uses develop, new industries come to the fore, fresh adaptations become popular.

Watching the kind of inquiries we receive helps us to spot trends, to uncover new types of prospects, or isolate groups for special messages. An interesting example: Early in 1954 we noted a large number of inquiries from retail operators. They apparently liked the possibility of adapting our product for a modern, attractive store front. Taking the cue, we began to direct advertisements to retailers, pointing out that our buildings could quickly provide nice looking, functional, low-cost stores. This subsequently developed into a very good market.

Every inquiry is answered the day

it is received. We have a special letter for this purpose, a form letter individually addressed to look like a personal communication. It is sent with the catalog. Within five working days or sooner from date of receipt of the inquiry, a personal follow-up call is made by a Soulé building salesman. A copy of the inquiry goes immediately to the appropriate district sales manager. He develops his own system for apportioning the inquiries from his region. For example, last month 47 inquiries resulted from one insertion in a single newspaper in a major territory. We have six building salesmen in that territory. Each was given seven inquiries; the number left over was apportioned as fairly as possible.

Morale Up, Costs Down

We regard this advertising as a sales tool because it provides sales leads. There are two other important reasons: (1) It has turned out to be a big morale builder; (2) it has helped to cut costs per sale. Sales calls are expensive, as every sales manager knows. Cold calls are usually the most expensive, and the hardest for a salesman to handle. Inquiries provide qualified prospects. Our salesmen ap-

preciate them proportionately. We feel that they go out on the calls in a positive frame of mind and work harder to make a sale, knowing that the prospect is interested and has a need. As a result, the conversion of inquiries into sales has been excellent.

The year 1954 gave us our first real test of the program. Results convinced us that we should continue in 1955. By the end of September of this year, we found sales enjoying a steady increase over a like period in 1953.

This experience leads us to believe that we are on the right track.

During the first two years we concentrated on the major metropolitan areas of our territory: San Francisco, Los Angeles, San Diego, Portland, Seattle, Salt Lake City and Phoenix. Recently we began testing a similar program in four or five secondary markets. These proved to be just as good sources for leads as the larger centers.

Our best sales year to date has been 1954. We would not try to guess how much of the increased sales can be credited to the newspaper program. We do believe, however, that it has proved its usefulness as a most effective sales tool.

The End

"This is the kind we make for the Growing Greensboro Market!"



THERE'S PLENTY OF BOUNCE to every ounce of the GREENSBORO NEWS and RECORD'S 105,000 daily circulation on the Growing Greensboro Market! Here's a heavy-sell medium that puts you in daily contact with 1/6 of North Carolina's 4-million people. Retail sales last year in the Greensboro ABC Retail Trading Area were \$600-million—1/5 of the state's total sales. If you want more ounces of bounce in your selling, come into the Growing Greensboro Market where most advertisers know from experience that sales really come easier, when they use the GREENS-BORO NEWS and RECORD . . .

Only medium with dominant coverage in the Growing Greensboro Market, and with selling influence in over half of North Carolina!

Sales Management Figures

Greensboro News and Record

GREENSBORO, NORTH CAROLINA
Represented by Jann & Kelley, Inc.



What more perfect way to reward 10 years of faithful service than with an exquisite Omega Diamond Watch? Gold and platinum models, \$125 to \$12,500.





How to put Well into your Incentive-Award Program

Modern management has learned that the "heart" of a well-planned award or incentive program is a fine watch.

Each year, more and more of America's great companies select Omega ... because the recipient knows that Omega is world-acclaimed for accuracy attested by countless awards from great international timing observatories... by its selection again and again for 23 years as official watch of the Olympic Games.

No wonder an Omega watch contributes so much to an award program...as an eloquent expression of appreciation to employees, sales contest winners, deserving dealers, important customers. Write today for details of the Omega Award Watch Program.

Illustrated: Globemaster Chronometer — self-winding, water-tight, shock protected. 18K gold case with 18K gold applied figure dial, \$500. Other fine Omega Award Watches for men and women from \$71.50, Federal tax included.

OMEGA

THE WATCH THE WORLD HAS LEARNED TO TRUST

For a free brochure of Omega Award Watches, fill in the coupon and mail today or attach to your letterhead.

OMEGA . 655 MADISON AVENUE . NEW YORK 21, N. Y.

Dept. 106

Name.....

..... Title....

Company

..... Address...

City.....

Tone St

56

This is the distinguished Olympic Cross,

conferred upon Omega for unvarying accuracy as the Official Watch of the Olympic Games since 1932.



ARLENE FRANCIS on "Home" . . . DAVE GARROWAY on "Today"



TV Stars Demonstrate Techniques For Dow's Merchandising Film

BY KIM DARBY



M. H. P. (Pat) Morand, above, manager of Paint Lacex Sales, the Dow Chemical Co., reveals that his 1956 merchandising program will closely adhere to the succesful 1955 program. He hopes that Dow's 1956 TV plans will be as fruitful as the 1955 version—Dow's first experience with the medium.

Ten years ago this month Dow shipped its first tank carload of sty-

Dow Chemical reasons: If two of America's best known "salesmen" can sell millions of consumers, why not harness their sales power to help its own sales management make sales to buyers of Dow latex—paint company executives?

rene-butadiene latex. This year the synthetic latex, pioneered by Dow for use by manufacturers of quick-drying latex paint, is having its best sales.

"We will continue to promote latex to the paint manufacturer, dealer and consumer," Morand declares. "Added effort in 1956 will be directed toward the professional painter and the architect.

"While it is impossible to credit our increase in sales entirely to our TV effort, it is significant that in the first three quarters of 1955 we enjoyed an increase in latex sales of more than 20% over the same period for 1954."

Dow's rewarding debut in television had Dave Garroway pushing latex paint on his Today show mornings; Arlene Francis had the assignment on her Home late-morning show, followed by Medic, the audience-building documentary Monday nights. All are NBC national network fixtures. But with all the promise of mass TV audiences and the medium's great



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potential for product demonstrations (in this case latex paint), Dow still saw a way to use a valuable TV byproduct in its own latex sales effort.

The only people who buy Dow latex are paint manufacturers. What better medium to transmit to the manufacturers the full impact of Dow's TV plans Dow reasoned, than a kinescope with Dave and Arlene demonstrating their selling prowess and bringing home to the manufacturer audience the broad coverage offered by the three shows? Here, too, would be an excellent opportunity for Morand to give his customers and prospects the latex sales story—and tell them, "Dow's advertising plans will give greater depth to yours."

The idea was considered good, so NBC was asked to produce a 16mm. kinescope to Dow's specifications—kinescope because (1) the equipment was in Garroway's and Miss Francis' studio, already set up, thus offering economies in production, and (2) it would lend a desired TV quality to the film which was designed to "sell" the medium.

Into the film were packed demonstrations of planned TV commercials and impressive statistics, not only of the three programs, but also Morand's sales figures and estimates of the sales future of Dow latex.

Here's the film sequence, as viewed by paint manufacturers in 196 presentations put on by Dow in its 18 sales regions.

Miss Francis appeared first to remind her audience that Dow's main objective for 1955 was to "make more people paint more frequently." Then she told of Dow's plan to use *Medic*, pointing to that show's growing audience and the high degree of recognition it was being given by popular magazines and other media.

Audience Growing Fast

Speaking of her *Home* show, Miss Francis said that its audience was also growing fast, that it was now being seen by three million people over 48 TV stations.

Garroway came on next to give the manufacturers a preview of a typical latex paint commercial. Here Dave demonstrated how easily latex paint can be washed out of brushes in a beaker of water.

In another commercial, a man and woman on Miss Francis' show demonstrated the capacity of latex paint to cover many kinds of surfaces. It was brought out in this commercial (as in all others) that latex paints make for effortless painting, are quick drying and have no odor. In all commercials the national audience would

be told that the latex paint binder is "supplied to reputable paint manufacturers by the Dow Chemical Co." The film showed a paint can as a standard prop, labeled simply, "latex paint."

Pat Morand then made his debut on film to give the latex promotion story, and to answer the question, "What will it do for me?"

Quoting from a survey of painting habits conducted by the National Paint, Varnish & Lacquer Association, Morand said that the average lapse of time between redecorations is three years—that if this lapse could be contracted to two and one half years, there would be an automatic increase of 20% in paint sales—that a further contraction of the time lapse to two years would mean a 50% increase in paint sales.

"How can a person be induced to paint more frequently?" he asked. In reply he listed consumer likes and dislikes revealed in the survey and showed how paints with Dow latex embody all the desirable qualities and have none of the drawbacks.

High Acceptance

Dow's paint latex sales manager referred to a comparison chart of the National Paint, Varnish & Lacquer Association survey and a similar study made by Better Homes and Gardens. They showed that 27% of the people responding, knew about and used latex-base paints — a higher degree of acceptance and recognition than for any other single type of paint.

"Two facts are established in the consumer mind," Morand declared. "These are that painting can be easy, and that latex paints contribute to this."

Still another study, Dow's own, was shown in the kinescope.

It's a continuing study of the rapidly growing production of latex paint by 50 typical manufacturers over the past five years. In 1950, the chart showed, 41 of these 50 companies produced under 5,000 gallons; two companies produced from 5,000 to 50,000 gallons; four produced between 50,000 and 500,000 gallons, and only three produced over 500,000 gallons.

By the end of 1954, production figures of these same 50 companies had changed radically; 33 produced between 50,000 and 500,000 gallons, while 14 produced over 500,000. The other three companies produced between 5,000 and 50,000 gallons.

When Pat Morand had concluded, Dave Garroway came back to give some facts about his show. Today is seen by four million TV viewers in any one moment in 50-odd cities in the nation, he said, reminding his

audience that, besides the great do-ityourself market included in this figure, Today reaches architects, professional painters and painting contrac-tors. For Medic, Garroway quoted an audience of 13 million.

'Dow has proved Medic's effective-

ness by sales results," Dave declared. Eighteen prints of the kinescope were made and placed in all Dow sales regions. The 17-minute film was the concluding feature of a presentation which included a 20-minute graphic analysis of other media - businesspapers and consumer magazines — scheduled in the campaign. The merchandising-promotion planning was directed by Myron R. Johnson of Davis Plastics Merchandising Group. But Dow's regional managers and salesmen had a hand in it, too. A basic policy of Dow Chemical, according to Johnson, calls for active participation by the salesmen, wherever possible, in all promotions.

Dow salesmen enjoy a unique position in this field. While they are in close contact with laboratory executives and purchasing people in various companies, they also maintain liaison

with the top brass.

Armed with a Dow plastic carrying case containing the complete presentation package, ad reprints, retail-ers' banners and charts, each salesman called on his accounts and prospects.

"I have something here of interest to your people," he would say. "I'm anxious to arrange a convenient date to explain this material in detail.'

Good Attendance

In practically every case the top brass were as cooperative as the lab and purchasing men. Usually the company approached had its own 16mm. projector. Where this was not the case, Dow rented one. Attendance at the presentations averaged 10 to 30 executives.

The results?

Dow received about 50 spontaneous letters from paint manufacturers expressing their pleasure and appreciation for the running start given by Dow to their own campaigns. Somewhere in each letter was a sentence like: "This is to thank you for the time and trouble you and your associates took in giving us your very fine presentation of your 1955 program in support of latex paints.

Recently one of Dow's big customers won two significant jobs, involving thousands of gallons of paint, over a competitive, non-latex paint as a result of tying in its own sales pro-

gram with Dow's.

"This was accomplished even though the competitive paint was already named in the architect's specifica-tions," Morand reported.

In metropolitan Los Angeles, Dow showed a 60-second movie trailer in full color. Produced for Dow by General Screen Service, Los Angeles, and shown in all the city's leading movie theaters, the trailer demonstrated the beauty and pride of ownership of homes painted with exterior latexbase paint.

Why Los Angeles? It's the largest single market in the U.S. for application of latex paints to exterior

masonry.

Synthetic latex materials had their beginning in the prewar thirties and their first major application during the war when the United States had to develop a synthetic rubber industry. Dow Chemical pioneered the commercial development of synthetic rubber, supplying the first quantities of pure styrene and pure butadiene to the Government for its synthetic rubber program. Dow placed its know-how in styrene and butadiene production at the disposal of other leading companies.

Increasingly Successful

In the 10 years since the end of World War II, Dow marketing and sales people have been increasingly successful in selling paint manufacturers on the uniformity, stability and constant availability at staple prices of synthetic latex. They have ac-complished this by coordinated programs that benefit by close cooperation of marketing and sales forces in getting the story of Dow latex across to the paint industry and the public.

The Glidden Co., Cleveland, was the first major paint manufacturer to use Dow latex. As the years have gone by, more and more manufacturers, large and small, have used it in their respective brands of latex paint.

Dow has also been successful in weaning the industry and the public from "rubber base" to "latex" as the more appropriate descriptive term for this kind of paint. This, Dow feels, has been an important achievement in view of the tenuous relationship of some latexes to synthetic rubber (some have no relationship whatever), and Dow's desire to maintain its identity as a chemical company rather than a rubber company.

In its early appreciation of the potential of latex in the paint industry. the Dow Chemical Co. saw the importance of its film-forming quality. "It's really the guts of the paint," is the way Morand puts it. To aid in demonstrating this factor, the merchandising group produced a small kit which makes it possible for Dow sales-



ACB begins 37th year for daily newspaper industry

ACB has for years performed a service for the nation's newspapers, namely to make certain each national advertiser newspapers gets a proof-of-inser-tion of his advertisements. In doing this job well, ACB has removed the manual labor and the irritation and delays in checking newspaper advertising that pioneers in advertising can easily recall. It is now easy for an advertising agency to handle a heavy newspaper schedule.

The city-by-city "flexibility" of newspaper advertising allows adver-tisers to pin-point the more responsive markets... to use the retailers favorite media—newspapers... to do a closer job of timing... to employ the local authority and immediacy of

the newspapers.

Since all business is local—so are the newspapers. ACB has for years been reconstructing for merchandisers, the widely varying newspaper advertising in the nation's 1,393 localities. Thus, merchandisers get a sharp co-herent picture of this \$2 billion annual newspaper advertising expenditure with all details of what their own and competitive dealers are doing as well as thru the medium of various Re-search Services.

Beatch Services.

ACB Newspaper Research Services are made possible only because of the cooperation of over 1600 Dallies in using
ACB to distribute their checking copies
as a direct help to agencies and their ad-

These Newspaper Research Services for merchandisers are discussed further in our column on the opposite page.





men to create a band of transparent, solidified latex.

"That ribbon of elastic, transparent latex film really sells itself," Pat Morand declares. "Paint men appreciate the importance of a clear binder that will allow a pigment to impart its full color value to the finished product. They remember a simple but convincing demonstration better than a few hundred words."

The kit's usefulness has reached out past the manufacturer salesmen to the dealer. After its first distribution there were many requests for additional quantities. One manufacturer requested an extra 700 kits for use in a special sales campaign. In all, more than 5,000 kits have been given out.

The End

Where Are the TV Sets?

New booklet gives county-by-county breakdown of TV set distribution.

Today the Television Division of the Edward Petry Co., Inc. is releasing "TV Set Count and Market Data —County by County," a publication which combines the latest TV set count figures and related market information in pocketpiece form. The booklet details TV and other

The booklet details TV and other market facts of each of the 3,071 U. S. counties, Regional as well as national advertisers can make use of the booklet in the planning and merchandising of television, advertising since the publication contains state and regional breakdowns as well as county by county data.

Sources used, with permission of the copyright owners, are market data from SALES MANAGEMENT'S May 10, 1955 Survey of Buying Power and the 1955 TV family estimates of Television Magazine.

Purpose of the publication is well summarized by Tom Knode, vice-president and general manager of Petry Television: "As television races ahead to full maturity, years in advance of the most optimistic forecasts, an even more competitive phase is fast evolving. This calls for sharper evaluation of markets and stations and, in turn, more complete coverage and market data. The publication of this pocketpiece is part of an over-all expansion of our service facilities aimed at providing advertisers and agencies with the maximum essentials for efficient utilization of this all powerful medium."

In the Industrial - Large Building Field

FOR SALES ACTION YEAR 'ROUND

Heating & comming Liping & Condi Loning

here's the place to be...

> Increased attention, lasting sales power!

They're yours when you advertise in our January Directory Number. It's the prized possession of over 18,000 engineers and contractors. They find it the field's only complete, up-to-date Product Reference. And that's been the case for 21 years! Join the many who annually take advantage of this advertising opportunity. Use extra space for extra emphasis in this extra productive issue.

Contains

- An alphabetical listing of all products used in this field,
- all the manufacturers,.

 A listing of all known
- A listing of all known trade names,
- A guide to the products advertised in this issue and the manufacturers' names,

PLUS the normal editorial content of a regular issue.

9 out of every 10 of our subscribers (all paid — ABC) report they use this issue when specifying and purchasing. Many comment they refer to it as often as every week of the year.

Regular space rates

This is not a 13th or premiumcost number. Reserve space now, or write for further information. Closing dates December 10.

KEENEY PUBLISHING . . . 6 N. Michigan, Chicago

AIR CONDITIONING HEADQUARTERS

NEW YORK: 1734 Grand Central Terminal CLEVELAND: 737 National City Bank Bidg, LOS ANGELES: 672 S, Lafayette Park Place

Victor line and, with slight adaptation of the insert, to give new announce dealers important point-of-sales material. To

SCHEDULE: 4-page, full color insert in merchandising papers

reaction

trade

"The

RESULTS:

are now under

oyed. Plans for repeating the strategy orders for reprints and sales promotion

AGENCY: Kenyon & Eckhardt

successful announcement

has material

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MAIL PROMOTION

BY JANET GIBBS

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BUSINESS

ASSOCIATED

Sales Promotion and Direct Mail Counsel

Where's Charlie?

The question might better be-Why Charlie, Who's Charlie, Where's Charlie?

Why? Because he is your ideal prospect and most likely to buy.

Who? Analyze your present customer list, get a word picture of your ideal . . . his occupation, title, type of business, location, etc. What you need to know about him depends upon what you sell!

Where? That's the \$64,000 question -finding out where you'll find many more like him. This, then, is the search for the right mailing lists, for the prospects with a higher-than-average interest in your product or service.

Directing your mail sales advertising dollars where they are most likely to succeed is the most important single factor in making your direct mail program a money-maker.

Remember that people, not names, make up mailing lists. People like you and me, with similar emotions, likes, dislikes, senses, problems, joys, sorrows . . . and people want to be treated like individuals, not mass markets.

People have certain known characteristics in their reading, traveling and recreational habits-their professions or buying habits may serve as guides. The family picture, too, is important for consumer sales. Statistics can tell you the size of cities, of families, the breakdown of male and female persons by localities, income brackets, occupation, home ownership, personal possessions, age, hobbies, etc.

If you sell to business you'll need to know what industry a firm serves, whether it's a wholesaler, jobber, retailer, manufacturer, possibly number of employes, the capital and/or credit

You'll want to know how recently the information and the lists were compiled. You'll be sure to include new businesses, and cut down losses from mailing to the little prospect who isn't there. The high percentage of removals, etc., in all lists make this a "must."

It's your customer list (active-inactive) that is your most valuable business asset and the basis for all your lists. Analyze it for a picture of your best prospects . . . treat it kindly, handle with care. It's also your competitors' best prospect list!

Current research will give you information on changing trends, marketing statistics. Much of this information can be secured from magazine articles, books, newspaper stories, research reports.

Once you've defined your ideal prospects, and decided whether you want to sell locally or nationally, then the hunt for lists is on-and the building of your mailing list is limited only by your own ingenuity and imagination.

Mailing lists can be bought, built, rented and, in some cases, exchanged.

LIST BUYING

Commercial list houses compile local or national industrial lists. Many specialize in certain fields; some compile only professional names; others, only groups such as engineers, schools, contractors. The range of industries is wide-Abattoir Equipment Manufacturers to Zoological Gardens!

Most of these companies furnish the best possible lists within the limits of available information. You can help the compiler to do a better job by giving him complete information about what you are trying to do.

Lists which are purchased are compiled by industry, by territory (location), by credit rating, by title (executive position). Commercial list houses rarely custom-tailor a list to your special needs (except within certain categories), so you'll probably pay for some names which aren't logical prospects.

Remember - the bought list is the foundation on which to build your own master prospect list.

IDEA: Business magazines covering specific industries or trades sometimes will build a special list for you,

LIST BUILDING

There are many sources of names, some free, others at nominal cost.

1. Trade directories. Almost every trade or industry publishes at least once a year a directory of manufacturers, dealers, etc.—cost is only a few dollars. The wise list owner checks his list against these as new ones come out—also uses current market information. In addition there are Thomas' Register of Manufacturers, MacRae's Blue Book, and local, state and sectional lists of corporations.

Your public library and local Department of Commerce field office probably maintain trade directory collections which you can consult. A valuable check list is "A Guide to American Business Directories," published by the Public Affairs Press, Washington, D. C.

2. City and state directories. Many cities issue annual or semi-annual lists of residents and business firms. Lists available from city, county and national records include registration lists; tax, license and permit lists; building permits; auto licenses, etc. Most states publish state registers available for a fee from the Secretary of State in the capital city.

3. Financial directories. The Credit rating books such as Dun & Bradstreet give à picture of financial responsibility, but do not include street addresses. Use local telephone books to complete such lists.

4. Classified telephone directories. Practically every classified telephone book published in the U. S. is available for a small fee through your local telephone company.

5. Membership lists. Chambers of Commerce, fraternal organizations, service clubs (Lions, Rotary, etc.), trade associations, fraternities, sororities, social clubs, local and national groups have membership lists. Some for sale, some free.

6. Business and consumer magazine lists. Many business publications have direct mail departments with lists of manufacturers, wholesalers, distributors, even retailers, for industries they cover. Often these lists can be rented.

This Is the Second

appearance of a new column by Direct Mail Specialist Janet Gibbs which will appear exclusively in Sales Management,

Coming up December 1—"Address Yourself to Profits."

Many business and consumer magazines list advertisers; some carry notices of personnel changes which you can use to help keep your list up-to-date.

7. Government lists. A list of all the business directories published by the U. S. Government is available, free, from the Superintendent of Documents, Government Printing Office, Washington 25, D. C.

8. Coupons, conventions, exhibits. Names taken from coupon ads and from lists of visitors at conventions or exhibits—people already exposed to your message—should be added to your prospect list.

9. Inquirers. People who've taken the time and trouble to ask you for information should be added immediately!

10. Company records. Your own list of active and inactive customers is your best source for names—put them on your preferred list! Sell your own staff on the importance of adding to this list—inside and outside sales personnel, telephone contact men, service men, everybody who "meets your public."

11. Additional sources. You may find more sources in the alphabetical, cross-reference Directory of Mailing List Sources, published by Dartnell Corp., Chicago.

LIST RENTAL

Many firms rent their lists to noncompetitive companies. Usually (not always) of a mail-order nature, they're available through owners or mailing list brokers.

Lists are rented for one-time use. (If the lists pay off, you rent again.)

You can save endless time in searching for lists by working with a good list broker. He's experienced, can make recommendations and since costs are mostly standard, and the list owner pays his commission, you'll benefit.

Usually available are publishers' circulation lists, mail-order lists of various types, some industry lists owned by advertisers.

Lists rented from business magazine publishers usually offer good coverage of a given field. Used constantly, they are up-to-date. Many papers operate their own direct mail departments and will address envelopes for you; some will insist on handling the entire mailing job.

LIST EXCHANGES

Some list owners will exchange lists with you, if your businesses are non-competitive and your lists offer them likely prospects.

Are these your competitors?

. . . They're selling

ELECTRONIC PARTS

to the aviation industry

Aircraft-Marine Products, Inc. American Phenolic Corporation Burndy Engineering Company, Inc. Cannon Electric Company Chester Cable Corp. Cutler-Hammer, Inc. DeJur-Amsco Corporation Dialight Corporation Doelcam, A Division of Minneapolis-Honeywell Electro-Snap Switch and Mfg. Co. Flactro Tec Cornoration Relay Division, Electrical Products Corp. Fairchild Camera and Instrument Corporation Federal Telephone and Radio Company Gabriel Electronics Division, The Gabriel Co. **General Electric Company** Packard Electric Division, General Motors G-V Controls, Inc. Gyromechanisms, Inc. The Hart Manufacturing Company The Hartman Electrical Mfg. Co. The A. W. Haydon Company Hetherington, Inc. Joy Manufacturing Company Lavoie Laboratories, Inc. Loral Electronics Corporation Micro Switch, A Division of Minneapalis-Honeywell Regulator Company Myculex Electronics Corporation The Potter Company

The Potter Company
Radio Corporation of America, Electron Tubes
Raytheon Manufacturing Company
Sperry Gyroscope Company
Sprague Electric Co.
Stackpole Carbon Company
Struthers-Dunn, Inc.
Trans-Sonics, Inc.
Union Switch & Signal, Division of
Westinghouse Air Brake Company

U. S. Components, Inc.
Industrial Division,
The S. S. White Dental Mfg. Co.
Winchester Electronics, Inc.

These companies and hundreds of other aviation suppliers are stimulating sales with inquiries and leads from their advertising in AVIATION AGE—the industry's TECHNICAL magazine. If you want to get results in the aviation market, see page 18.

WORTH WRITING FOR ...

Booklets, surveys, market analyses, promotional pieces and other sales literature useful to marketing executives.

The Canadian Market: Data on the Canadian people and their market, published by the Maclean-Hunter Publishing Co. Compiled under the supervision of D. M. Gowdy, advertising and sales director, the data were taken by permission from the 1955 Business Year Book published by The Financial Post, a Maclean-Hunter publication. Market areas, population figures, per capita income and automobile ownership figures are broken down by provinces in a two-page spread featuring a map of Canada on which major industries are also indicated. Other useful statistics include: housing; racial origin of the people; religions; languages spoken; vital statistics; personal disposable income; consumer expenditure; national commodity production; industry; taxation and income; comparative pro-vincial market data. Write to Douglas M. Gowdy, Advertising and Sales Director, Maclean-Hunter Publishing Co., 481 University Ave., Toronto 2, Canada.

Grocery Manufacturers' Coupon Promotions: Report of a study made by the Grocery Manufacturers of America, Inc., to find out what happens to coupons from the time they are distributed by manufacturers until they are redeemed from the retailer, and to analyze the findings in order to suggest how manufacturers can simplify their coupon promotions, making them easier to handle, and how grocery distributors can improve the efficiency of their own coupon handling methods to reduce time and labor requirements and lower handling costs. The report indicates that grocery distributors are generally favorable toward coupons. Objections are chargeable only to handling difficulties. While the original idea behind the study was to find out how much it costs distributors to handle coupons, it developed that because of so many variables, there is no such thing as a meaningful average coupon handling cost. The report makes a number of recommendations as applied to both manufacturers and distributors, which, if put into practice, should substantially reduce the grocer distributor's cost of handling coupons. The report is available at 25c for single copies, 20c a copy in bulk orders of 500 or more. Write to Paul S. Willis, President, Grocery Manufacturers of America, Inc., 205 E. 42nd St., New York 17, N. Y.

Brand Preferences of Southern Families: Second annual survey conducted among Farm and Ranch subscribers. All brand information is shown by individual rank and by company total. The percent of total mentions of miscellaneous brands is compared to the percent of mentions of the leading brand. Information about shopping days, frequency of shopping, shopping places and self-service stores patronized is also included. Write to Thomas J. Anderson, President, Farm and Ranch, 318 Murfreesboro Road, Nashville, Tenn.

How Loose-Leaf Binders Are Used as Special Selling Tools: Fact book published by The Heinn Co. to help select the right loose-leaf binders and indexes for general catalogs, salesmen's catalogs, price lists, service manuals, parts manuals, procedure manuals, instruction manuals, sales manuals, advertising portfolios, proposals, sales organizers, swatch books, visual selling aids. It provides detailed information about sheet capacity, paper types and weights, type pages, index extensions, punching, binder styles, cover design, cartoning, flat printing or stamping, sales-pacs, easels, photo kits, and in-dexing with acetate-covered tabs for quick fact-finding. Write to Charles A. Stevenson, Sales Promotion Manager, The Heinn Co., 326 W. Florida St., Milwaukee 4, Wis.

The Travel Market: A nationwide survey among U. S. families with annual incomes of \$5,000 or more, conducted by the Research Department of The Curtis Publishing Co. as a service to the travel industry. Some of the highlights: Upper income families spent over 70% of an estimated \$8,500,000,000 that went for vacation travel during 1954. The projected figure for the spending of upper-income families is based on the 14 million U. S. families with incomes of \$5,000 or more. Over 65% of them, or 9,170,000 families, took an

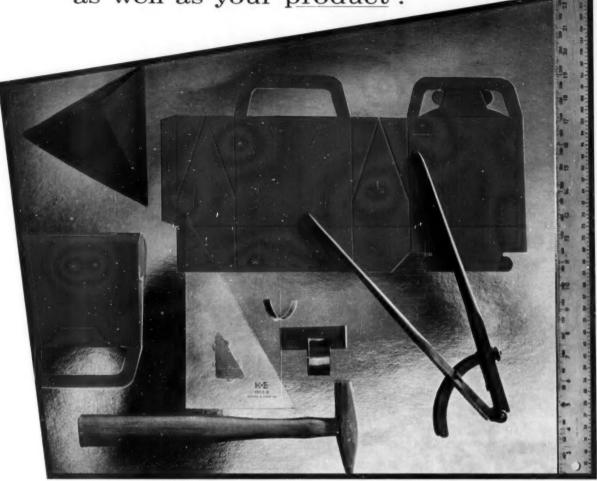
average of two trips during the year. This represents a market of 47,684,000 vacationers in the middle-and-high income categories. The average annual family expenditure for vacation travel is shown to be \$396. Slightly more than 62% of the trips were financed by current income; 12.3% from savings; 14.7% from a combination of current income and savings. For the complete report, write to I. Orrin Spellman, Promotion Manager, Holiday, Independence Square, Philadelphia 5, Pa.

1955 Circulation Analysis: Published by The Omaha World-Telegram, it provides complete county-by-county figures on population and World-Telegram circulation in the 103-county area comprising the Nebraska-Western Iowa market. It's a market of one and a half million people with \$2 billion to spend. Included are: World-Telegram daily and Sunday circulation growth from 1945 to 1955; market coverage; Omaha City Zone, Retail Trading Zone and RFD coverage; daily and Sunday breakdown by town and county. There are also alphabetical listings of Nebraska-Iowa towns. Write to Wayne Sams, National Advertising Manager, The Omaha World-Telegram, Omaha, Neb.

U. S. Military-Naval Market: Data book No. 2, published by Army Times Publishing Co. It is a market of over 5 million consumers; some 11,000 retail outlets. Data show how the \$8 billion payroll is distributed within the Army, the Air Force and Sea Forces, and give a composite picture of a typical service family. Included are a partial list of Times advertisers; information about mailorder advertising; merchandising aids for national advertisers. Write to Allan S. Waldo, Advertising Director, Army Times Publishing Co., 3132 M St., N. W., Washington 7, D. C.

Liquor and Malt Beverage Licencees in Suburban Philadelphia: Route list prepared and published by The Philadelphia Inquirer, which lists the names and addresses of 1,580 liquor licensees and 155 malt beverage licensees in the counties of Bucks, Chester, Delaware and Montgomery. The list sells for \$1 a copy plus 1c tax. Write to Leonard E. Bach, General Promotion Manager, The Philadelphia Inquirer, Philadelphia, Pa.

Want your carton to fit your <u>market</u> as well as your <u>product</u>?





The shape of your carton has more to do with the shape of your sales curve than you may think.

Fitting your product is only one job a carton does. It also must fit your market. The yardstick we use to make sure your carton not only houses your product securely but helps sell it, too, is Gair Package Analysis*. It finds the answers to questions like these:

Does your product call for a "showcase" carton that *displays* it to shoppers? Do you have a *shipping* problem? Or is *cost* the major factor in your market?

Whatever the answers, it's up to the structural designer to create the shape that helps make your carton stand out . . . and sell out! To do that he's got to know folding cartons from paperboard right through automatic packaging machinery. At Gair, he does.

* Gair Package Analysis is a service performed by Gair to insure that your carton meets the needs of your market. Phone us today — a Gair packaging expert will call at your convenience to fill in the details.

creative engineering in packaging



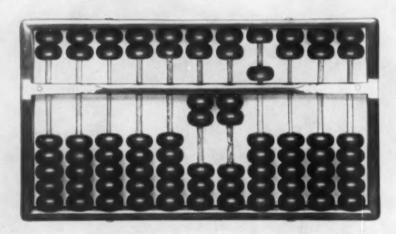
FOLDING CARTONS . SHIPPING CONTAINERS PAPERBOARD . KRAFT BAGS AND WRAPPINGS

ROBERT GAIR COMPANY, INC. . 155 EAST 44TH STREET . NEW YORK 17, N.Y.

The mathematics of advertising

When you add creative minds together

- ... you multiply ideas
- ... you divide the time it takes to solve a problem
- ... you subtract a lot of worries about the solution



Young & Rubicam, Inc.



DRY ICE REFRIGERATED DISPLAY, made of corrugated cardboard and shipped folded, was introduced by Tee-Pak. It occupies 18×18 inches, holds 50 pounds of hot dogs.

"Hot Dog!" Say Packers

Tee-Pak, which makes casing for hot dogs, is out to help the typical American, who ate 16 hot dogs between May 30 and September 5, set a new industry sales record.

An interview with E. E. ELLIES
Vice-President in Charge of Sales, Tee-Pak, Inc.

Between Memorial Day and Labor Day this year Americans devoured more than two and one-half billion hot dogs—more than 16 per person. Ninety percent favored the skinless variety

Who helped to whet this appetite? Hot Dog Davey, the best in-store salesman ever employed by Tee-Pak, Inc., for its meat packer customers.

Through Hot Dog Davey's impact, one packer reported a 200% increase in frankfurter sales during the early days of the promotion. Says E. E. Ellies, vice-president in charge of sales for the firm that manufactures a product the public never sees or buys,

"When we launched Hot Dog Davey we figured we would give him a chance to show us what he could do during the peak period between Memorial and Labor Days. Now, a few weeks after Labor Day, we are beginning to tie things together and see what we have accomplished. We sold packers approximately 5,000 complete in-store display kits. That means our little friend showed his face in some 5;000 out of 19,000 super markets in the country. I think that this approximate 25% is excellent."

Estimated consumption of hot dogs during the peak period was 15.85 per person, but Tee-Pak was pleased to

Sales run up 38% by advertising drive

Late in 1954, Diamond Hosiery Corp. set out to get more sales and new trade accounts for its Fruit of the Loom Hosiery.



Diamond and its advertising agency,

Altman-Stoller of New York, picked The New York Times to do both jobs. Nine full-page advertisements were scheduled in The Times Magazine.

"There was a dual purpose in selecting The Times," explains Mary Ford, Diamond's advertising manager.

"First, its influence with vast numbers of fashion-conscious women in the greater New York market."

What happened? "Sales showed an increase of 38% over a six-month period.

"Secondly," Miss Ford observes, "The Times was chosen as an influential trade medium with the country's leading merchants."

What happened? "We enjoyed a 22% increase in new account openings compared with the same period last year."

Diamond's formula for sales successconsistent advertising in The New York Times—has proved this effective for advertisers in every field . . . and can for you as well. Find out why smart advertisers have made The New York Times first in advertising in the world's first market for 36 years.

The New york Times

"ALL THE NEWS THAT'S FIT TO PRINT"

IT TAKES

HIGH-PROFIT FARMING

TO CREATE CONSUMER FARMERS





CAPPER'S FARMER territory is the land of grain—of meat—of modern power-farming methods. U. S. Department of Agriculture studies show that the big-scale, high-profit farm operators in this area lead the nation in farm cash income; families here have higher levels of living. Nowhere in Ameri:a are there better prospects for household furnishings, appliances, and all the many products that make for a more comfortable way of life.



When the surveys indicate that

WHBF

am. fm. tv.

is the

"QUAD-CITIES" FAVORITE"

... we believe that this distinction has been earned and achieved through the 25 years of continuous, reliable WHBF service in the broadcasting of news, education and entertainment to an appreciative Quad-City community ... now 1/4 million people.

LES JOHNSON, Vice President & General Manager



WHBF CBS FOR THE QUAD-CITIES AM • TV -- ROCK ISLAND

Call AVERY-KHODEL - New York, Chicago, Detroit

note that the average American consumed 16.16 franks during the summer months. "We can say that Hot Dog Davey has done his job well," says Ellies, "even though other factors must have been involved."

Who is Hot Dog Davey? He is a cartoon character created by Al Capp (Li'l Abner). His twofold job has been to sell hot dogs at point-of-purchase and as a direct result, more of Tee-Pak's cellulose casings to meat packers. The company manufactures the transparent casings used by meat packers for stuffing, linking and smoking hot dogs. The casing is peeled from the product when the processing is completed and before the hot dogs are packaged.

Tee-Pak has long conducted an aggressive sales and promotion campaign within the industry, but felt that a nation-wide ho dog sales promotion aimed at the consumer was very much needed. Important was the observation that Tee-Pak could initiate, plan and produce the program at a much lower cost for the individual packer than the packer could for himself.

Needed Theme

Kickoff on planning began when the first robins arrived. Lawrence J. Cullen, manager of sales development, and his sales promotion group concluded that any promotional project must have a central theme or personality to give it nation-wide continuity. The promotion would be made available to any meat packer wishing to take part, though Tee-Pak realized that it would appeal most to the thousands of small medium-size packers who operate on a local or regional basis and who can not ordinarily invest in expensive promotional materials.

To bring it to a minimum cost for the packer, Tee-Pak decided to underwrite the expenses for a large quantity of first-class promotional materials. These were to be charged back to the

packer at cost.

Now who for the "personality?" Ellies says "The frankfurter is a German invention, but Americans have come to accept it as something peculiarly American. The hot dog has a sort of grass-roots appeal. We began to think of artists or writers who had demonstrated an understanding of this sort of concept. It wasn't long before we approached Al Capp. His 'Li'l Abner' has made him one of the most widely known humorists in the ILS."

Tee-Pak asked Capp to present some ideas for a character. The company picked a little yellow-haired fellow with patches on his overalls and wearing a coonskin cap. He held a massive hot dog and bun in his fist. Capp submitted a number of names including Anthony Eatin, George Gobble and Hot Dog Davey. Tee-Pak wisely settled for the third.

With the character born and named, but still under wraps, Cullen went to work on the promotion structure. Cruttenden & Eger Associates, Chicago, Tee-Pak's advertising agency, started preparing the promotional materials and advertisements. The Company's public relations agency, Daniel J. Edelman & Associates, mapped plans for the press. Cullen supervised these arrangements and drew his own blueprints for selling the promotion to the packers. He also kept all district managers and sales representatives aware of what was going on.

Cruttenden & Eger designed a dry ice floor display, which would hold about 50 pounds of hot dogs, to serve as the focal point of the in-store promotion. The display stand, occupying an 18" x 18" space, is made of cor-rugated cardboard and shipped folded. When assembled it forms a sturdy refrigerator unit, designed to resemble just that. Special compartments hold dry ice. A polystyrene lid keeps the inside of the case cold yet permits a complete view of the hot dogs.

Carries Packer's Name

A large color lithograph of Hot Dog Davey with a mammoth hot dog are on the backboard. This section of the display has a circular die-cut cutout and a disk with the individual packer's name and brand name.

Other in-store promotional aids: 22" x 10" streamers with the local packer's brand name imprinted; 91/2" x 3" shelf talkers for related items, and 9½" x 12" gummed cutouts of Hot Dog Davey. Tee-Pak's complete in-store promotional kit included one floor stand display unit, five gummed cutouts, six streamers, and four related-items shelf talkers-one each for mustard, pickles, relish and buns. Cost to the packer for the complete kit was \$4.50.

Timing: Tee-Pak decided to announce the promotion May 1 so that packers would have ample time to order their kits and work out local tie-ins before the Memorial Day week end, springboard of the peak hot dog consumption period. To whet interest, Tee-Pak hinted at the promotion during the National Independent Meat Packers Association convention held in Chicago late in April. To identify the program with Al Capp, Tee-Pak decorated its hospitality center in the Palmer House in rustic atmosphere and called it "Hot Dogpatch." A model dressed as Li'l Abner's wife,

PRODUC-TROL Visual Control

not only schedules. automatically checks with TIME, LINE and COLOR control



- Original cost and upkeep low.
 Bad situations show automatically.
- · Schedules and time checks its simplicity has put it into world-wide use.
 - operations.
- · Historical record to back it up. · Analyze 100 items in 10 seconds.

Effective Tools for Effective Management WASSELL ORGANIZATION, INC. Westport, Conn.



Daisy Mae, was on hand to pose with visiting packers for photographs. Pictures of Hot Dog Davey and Al Capp's preliminary sketches were plastered about the room but were not identified.

Several weeks prior to the announcement of the promotion, Ellies and Cullen met with the company's district sales managers and outlined the sales approach for the project. District managers then delineated the entire program for their own men. Each salesman was armed with a complete sales manual prepared by Cullen. This included:

 A detailed and illustrated direction sheet on assembly of the display stand.

Copies of all preliminary mailing pieces sent to customers.

3. Details on advertising and publicity plans.

4. Color photographs of in-store merchandising aids.

5. Material prepared to assist the packer in setting up in-store promotions for his retailers.

First official announcement of the promotion was made in the May issue of "Pak-Facts," a monthly newsletter issued by Tee-Pak and mailed to 5,000 packers. To make this special issue stand out from the others, its

usual format was changed to look like a tabloid. Prepared by Edelman & Associates, the newsletter carried the headline, "Hot Dog Davey Starts Selling" over the feature story. Other articles included details on the promotion and selling aids available. There was a story on Al Capp, and an editorial explaining Tee-Pak's reasons for launching the promotion. A front page bulletin announced that the syndicated Li'l Abner strip had just begun a sequence featuring Capp's brainchild, the endless hot dog, a product of a Rube Gold-berg-type machine. "This was a most fortunate coincidence," Ellies points out. "Just at the time we launched our campaign built around an Al Capp character, Capp's comic strip started a fantastic story about an endless hot dog. Why not tie in with it whenever possible? We did!"

35 Feet of Hot Dog

First tie-in was the appearance of Phil Yazdzik, the Pennsylvania coal miner with the prodigious appetite, on the Steve Allen show, "Tonight." Yazdzik ate .35 feet of an "endless" hot dog provided by Tee-Pak. Later in the promotion an "almost endless" hot dog (actually a 55-footer, longest casing Tee-Pak makes) was flown by Pan American clipper to the mayor of Frankfort, Germany, birthplace of the hot dog; a picture of the mayor with the outlandish creation was carried by news services and appeared in papers throughout the country.

Advertising of the promotion was held off until the program had been rolling about two months. Tee-Pak depended on publicity and its own sales force to give the promotion its initial impetus. Cullen barraged packers with letters and literature. Reproductions of newspaper pictures of the endless hot dog going to Germany were sent to packers, as were pictures of Yazdzik eating the "endless" dog on the TV program. Articles on the promotion appeared in meat and food trade publications and advertising papers. Each of the regular monthly issues of "Pak-Facts" carried a feature article to keep packers up-to-date and let them know how others were doing with the promotion. They also re-ceived reprints of the Dogpatch recipe articles which Tee-Pak had supplied to the nation's food editors.

Initial advertising appeared early in July with full pages in *Meat* magazine and *The National Provisioner*. "We wanted to be able to demonstrate to the trade how this promotion could help increase sales," Ellies says. "The first ad told of a packer reporting a hot dog sales increase of 200% in his outlets as a result of the

promotion." Since then, full-page advertisements have run each month in Meat, The National Provisioner, and Western Meat Industry. The August advertisement carried a photograph of the display stand and was keyed to the idea of "a big Labor Day push."

Ellies believes that "the most rewarding thing about the campaign was the way the packers took to Davey. When they put him to work, they went right to work with him, Many took advantage of a series of six different Hot Dog Davey poses Capp prepared for us. They used them in their local newspaper advertising and on television shows. A packer in Columbus, O., had his agency devise a completely integrated advertising and publicity program including newspapers, radio and TV.

A packer in Denver had a puppet likeness made of Hot Dog Davey which has become the hit of his regular television show. A Pittsburgh packer tied in with a local baker in a customer deal wherein eight hot dogs, eight rolls and a jar of relish were sold for a single price. In Illinois, a packer held a Hot Dog Davey contest in which the prize was a pony, complete with western saddle.

Week-End Salesman

Did Davey work hard all week? "No," says Ellies, "we found, as did our customers, that Hot Dog Davey was basically a week-end salesman. He did his work best when the crowds were in the stores, and that meant Thursday evening, Friday and Saturday. Apparently special promotions become less effective for impulse purchases when left in the store too long. But Hot Dog Davey was tremendously effective week end after week end."

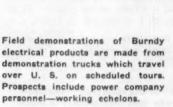
Tee-Pak has some big plans for Hot Dog Davey's future. The company recently arranged with the United States Chamber of Commerce to list next July as National Hot Dog Month in the Chamber's official directory of special days, weeks and months. "To our knowledge, this will be the first official observance devoted solely to the hot dog. July was selected because it is usually the month of greatest hot dog consumption."

Tee-Pak is planning an aggressive program to be launched shortly after the first of the year. Ellies says, "It will be aimed at helping packers move more of their product at retail level, and Hot Dog Davey will be an integral part of it." It will emphasize to the customer in the grocery store the wide variety of recipes in which hot dogs can be used and that they are wholesome for persons of all ages.

The End



TOOLS FOR SELLING







Highly trained drivers, with fullsize Burndy products and scaleddown backgrounds on truck, easily capture interest of power company audiences. Burndy has six demonstrator trucks in action.

Rolling Stock Helps Burndy Get ...

Grass-Roots Prospect Penetration

Traveling demonstration trucks, packed with electrical connecting devices, are part of a 19-year promotional program for Burndy Engineering Co., Inc., Norwalk, Conn. Since the first truck took to the road in 1936, five more trucks have been put to work, "penetrating to every level of the electrical power industry."

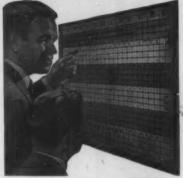
Collectively, the trucks have logged 133,000 miles over U. S. highways.

Burndy's big problem is the marketing of compression connectors and tooling for all electrical power connections to scattered electric light and power companies throughout the country. While Burndy's 35 sales offices are able to do a comprehensive job of covering top men—engineers and purchasing agents—by calling on them in central and divisional offices, it is impossible to cover the field men, di-

visional operating superintendents, foremen and linemen, without some type of special promotional program. The latter group is important. If they like a tool or connector, it gets requested, bought and used, even standardized in the system.

So, as each successive line of Burndy compression connectors is developed, it has to be sold to the working echelons in every utility—

You Get Things Done



BOARDMASTER VISUAL CONTROL

Graphic Picture of your operations—spotlighted in color. You see what is happening. Saves you time, prevents errors. Simple and Flexible. Easy to operate. Write on cards and snap in grooves. Ideal for Sales, Scheduling, inventory, Production, Etc. Made of metal. Compact and attractive.

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24-Page BOOKLET NO. S-200 Without Obligation

Write for Your Copy Today

GRAPHIC SYSTEMS

55 West 42nd Street, New York 36, N.Y.

for less than 1½¢ apiece



Mirro-Krome postcards in full natural color

Equally effective for initial promotion, follow-up merchandising or "reminders," these sparkling postcards qualify on all points:

Quality—Prize-winning. First award in the 1954 National Lithographers Assn. competition.

Price—LESS THAN 1½¢ APIECE.
Additional information, samples and prices
from your nearest H. S. Crocker office.

H. S. CROCKER CO., INC.

San Francisco, 720 Mission St.

Chicago, 356 N. Clark St. • Les Angeles. 2030

E. 7th St. • New York, 25 East 28th 84.

TOOLS FOR SELLING (continued)

Burndy Evaluates Results

After 19 years of experience with rolling demonstrators, Burndy Engineering Co., Inc., is able to draw these positive conclusions . . .

RECOGNITION: Burndy has placed consistently high on all relevant brand recognition studies.

SALES: Burndy's sales curve in the utility industry has climbed steadily upward. In fact, actual orders have been picked up by truck pilots in field demonstrations.

ACCEPTANCE: Familiarity with Burndy connectors and installation tools has promoted acceptance by the linemen—and all the way up to the purchasing man.

MEMORABILITY: Burndy trucks and their drivers have been remembered for over a decade by utility people who have been exposed to them. So have the products.

DESIGN: Comments by audiences, transmitted in pilot reports, have contributed to design improvements and even new Burndy products. One way to get a product evaluated is to demonstrate it in the field.

TRAINING: Many of Burndy's top field engineers cut their eyeteeth as truck pilots. The experience they had on the road, and the friends they've made, have helped them to do a better job in their present assignments.

wherever located—from the experienced lineman to the rookie poleclimber.

Even though it has been years since the first Burndy display truck left Norwalk, the company still feels that "education on wheels" is a practical solution to reach "grass-roots" personnel who influence the purchase of electrical equipment.

Interestingly, the first truck was piloted by a young engineer named Eric E. DeMarsh. Today he is Burndy's vice-president in charge of sales.

Display trucks are expensive to outfit. Initial cost of a modest size panel truck with the necessary special body runs anywhere from \$5,000 to \$10,000. Special wiring and display material can easily cost \$2,000 to \$5,000 or more. Maintenance is costly. Breakdowns add to the bill.

"With an investment as large as this," says David Harris, assistant advertising and sales promotion manager, "you have to be careful how you utilize it." But in Burndy's case, problems of display techniques, literature selection, lighting provisions are reasonably easy to solve.

The audience is clearly defined, and so are the products.

Display techniques vary from a simple mounting of labeled samples on the inside panels of the trucks to a realistic mock-up of a distribution system, complete with connectors, cables, poles, insulators and transformers. Because Burndy connectors are engineered products which must stand up to the customer's engineering standards, Burndy display trucks carry test equipment. The qualities of Burndy connectors are scientifically demonstrated in the field—a feature of each presentation.

The latest Burndy truck is designed to promote the new "Crimpit" connection program. It was decided to picture the line in every possible application. The advertising department designed the display panel so that foremen, linemen and superintendents could visualize Crimpit connectors in context. It allows them to get an over-all picture they can understand from their own experience. The demonstration can now illustrate points by referring to the mock-up (see photographs).

Hot pilots: All display trucks have

been manned by field engineers, technically qualified men with "sales orientation." But the schedule is rugged. Pilot of the latest vehicle covered 39,000 miles and 46 states in 39 weeks . . . more than one state per week. He averaged 28 hours of driving each week and had to be prepared to step out of the cab fresh, ready to address at least two groups of strangers every day—two to 60 people.

Burndy takes its pilot training program seriously. A transportation supervisor checks him out on truckmanship. He's also checked out on his knowledge of the line. He participates in the design of the displays, acts as technical adviser and as a general utility infielder.

Routing: Where and when the trucks will go is a problem. Scheduling must integrate with activities of audience, local factory representatives and pilots. Usually arrangements are made in advance and a master schedule is plotted at the home office in Norwalk. A team, including the truck pilot, contacts utilities and representatives to work out dates, places, Each local representative is then supplied with announcement cards which he sends out to the group being called on, reminding them that a Burndy truck will be at the assigned place and at the arranged time.

When a truck leaves headquarters, a coordinator is left behind to control all movements. As the truck enters each territory the local representative is picked up, and he makes the assigned calls with the pilot. Of course locations vary from a power company parking lot to a remote section of a mountain line, or from a street corner to the interior of a line truck garage.

Usually the local Burndy representative makes the introduction. But the presentation, itself, is the responsibility of the pilot. He tackles the problem of making connections in the field, and demonstrates the ease with which connections can be made by the Burndy method. He asks members of the audience to make "dummy" connections and test tensile strength of them. If there are "longhairs" in the audience, the pilot presents certain engineering data to dramatize the theory behind Burndy principles. Samples of installed and uninstalled connectors are passed out to the audience, and product literature is distributed.

Then there is a question-and-answer period. Here, the pilot's technical training enables him to stand up to a barrage of demanding questions.

The thing is, Burndy trucks leave an impression wherever they go.

The End

If your men carry and show many small, different products, they really need



It's Functional Luxurious Looking Saves Time Minimizas Fumbling Gives Longer Service

THE SENSATIONAL NEW Ellis-BUILT

*ORGANIZER"

SALESMAN'S SAMPLE BAG

*TRADE MARK REGISTERED

Here indeed, is organized selling at its peak. First time—such an effective sales tool at any price. Commands instant respect, holds customer's interest. Organizes your entire sales presentation, with everything literally right "at your fingertips."

The Ellis ORGANIZER bag ends fumbling, delays and "lost" items. It speeds each call, keps its own inventory, gives you a distinct psychological advantage. Comes as near to being indispensable as anything you'll ever own.

Footherweight aluminum trays are interchangeable. Slide oney or lift out for quick access to every item. Entire insert is removable for easy loading...will last indefinitely.



ORGANIZER is the newest development in an impressive line of custom-designed fine leather sales cases, carried by an impressive list of "Blue Chip" firms, Coast to Coast.

CHELIA COMPANY, INC.
Dept. SM 11-55, 134 South Pennsylvania, Indianapolis 4, Ind.

Coming November 10

.....

"1965 and You," an analytical look at your personal and business future during the next decade. A glimpse of what's coming and some hints on how you should prepare for it. It's your future, so you'll want to read this revealing article in

SALES MANAGEMENT



You can <u>SEE</u> advertising work in this publication!

There's only one yardstick to measure a salesman's worth . . . that's RESULTS.

The same test applies to your advertising. When every advertising dollar you invest leads to many more dollars in orders... you are buying RESULTS.

When those same advertising dollars help you to do these jobs—search out prospects who are ready to buy... save personal selling time wasted in making "cold contacts"... and pave the way to immediate sales action... you're buying RESULTS that really pay off!

And buying results is what you're doing when you advertise in N.E.D. For example, a comprehensive study of several issues of N.E.D. revealed that of the 5,927 plant officials who made inquiries through N.E.D. 3,994, or 67%, bought or had purchases pending. That's what we mean by RESULTS!

Write for a copy of "How to Buy Results", which gives a complete analysis of this and other N.E.D. studies...proof that you can BUY RESULTS.

over 70,000 COPIES (Total Distribution) 210,000 READERS in over 42,800 PLANTS

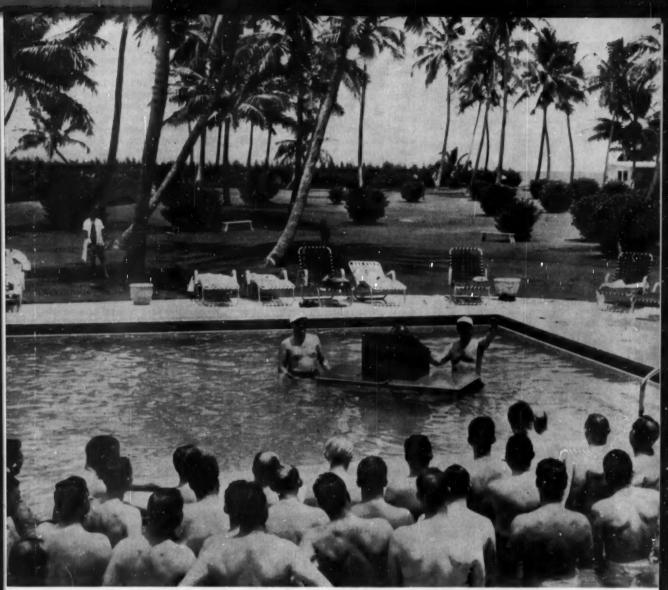
A PENTON PUBLICATION

NBP

BPA

1213 W. Third Street Cleveland 13, Ohio





THIS YEAR'S conference was held at Key Biscayne Hotel, on a small island off Miami. Last year it was held high in the Rocky Mountains of Colorado. The author: hand raised.

It's a Ray-O-Vac Sales Conference!

BY J. A. McILNAY . Vice-President for Sales, Ray-O-Vac Co.

Surprise, suspense, isolation, organization, education and action are the elements we feel are important to the success of each of our week-long, hard-working Ray-O-Vac sales conferences. A pioneer in detaching the sales conference from the home office atmosphere, where there are frequent interruptions and distractions, we have held "away from the office" meetings for several years and as far as Colorado and Massachusetts.

It is our conviction that a pleasant environment including good facilities and isolation—and a hard-working, highly organized schedule—are compatible and essential parts of every Ray-O-Vac sales conference. As you may have noticed, we at Ray-O-Vac refer to our annual sales meeting as a "conference," for it is just that! It is not a "convention" in the usual sense of that word. We confer on the serious work at hand. We do care-

fully choose our location so that a vacationland atmosphere is subtly blended with business, making every minute of every day a combination of business and enjoyment.

The enthusiasm of our men, the high morale of our organization and the consistently outstanding sales results following a Ray-O-Vac sales conference clearly show that we are thitting the mark. These are the tests of the value of any sales meeting.



Sales Help For Sales Managers

BY HAROLD E SNYDER Editor, Baking Industry

To augment your sales efforts among the ready-to-buy baker-buyers, BAKING IN-DUSTRY magazine offers you the much needed merchandising services to "back up" your advertising efforts aimed at selling this growing, prospering market. Here are just a few of the many merchandising services available to BAKING INDUSTRY advertisers:

WASHINGTON, D. C. OFFICE: an exclusive publication office-service that constantly keeps check on the nation's pulse. The experience, background and contacts of this Washington office are always available to you.

PRODUCT CONSULTATION SERV-ICE: help when you need it—in pretesting the bakery market, setting up adequate distribution, marketing or advertising problems. BPs editors and sales representatives are always ready to aid you in solving your current marketing problems.

THE BLUE BOOK: a complete, concentrated listing, containing more than 462 pages of facts and information about 7,600 of the most worthwhile bakers in the U.S. and Canada. Correction service monthly. FREE to advertisers on yearly schedule . . . \$470 per year to non-advertisers.

JOBBERS AND BROKERS LIST: detailed, up-to-date list of company names, addresses, executives, size of sales staff, territories covered, dates of establishment and products sold.

GLOSSARY OF TECHNICAL TERMS: simplifies baking language of a technical nature. Available to manufacturers and advertising agencies.

1956 BAKERS' BUYING DIRECTORY: part of Bl's February 25, 1956 issue. Kept and used by bakers throughout the year. "Buying" the editorial theme of entire issue... telling bakers How, When and Where To Buy. A year 'round advertising investment at one, low initial cost. Full coverage of all important buying factors in U.S. and 40 foreign countries. 15,000 distribution. Final closing date: February 1, 1956.

Tied up into a neat package, BAKING INDUSTRY offers you MORE SALES RESULTS for your every advertising dollar. Check with your BAKING INDUSTRY sales representative today. BAKING INDUSTRY, a Clissold Businesspaper, 105 W. Adams Street, Chicago 3, Illinois.

Our first experience holding a week-long meeting away from our Madison, Wis., headquarters, was in Worcester, Mass., at the Sheraton Hotel. Our entire national sales organization met there, close to our Clinton, Mass., flashlight case plant where we spent one day observing and familiarizing ourselves with the production processes and learning from our production people.

At that meeting the mythical trade character, "Captain Ray-O-Vac," was introduced. Climaxing a month-long contest to find the boy who most looked like Captain Ray-O-Vac, we introduced nine - year - old Stephen Smith dressed in his space uniform at the sales conference; at the same time the Captain Ray-O-Vac flashlight was unveiled.

The great sales record following the Worcester meeting encouraged us further and made us want to continue holding our annual sales conference at a carefully chosen, energy-inspiring location — rigid requirements, but worth striving for in our estimation.

Last year, a guest ranch high in the Rocky Mountains near Evergreen, Colo., was selected as fulfilling our requirements for a good conference location. General meetings were held down near the corral at a pavilion-type "meeting house" (especially built for us); the small group sessions moved out under the lofty pines where the men could pool their selling ideas, away from all distractions.

The thumping success of that meeting and the wonderful sales of our newly introduced Ray-O-Vac ring switch, Handyman flashlight and the over-all success of our entire 1954-55 selling program inspired us to try another meeting of this type this year.

Speechless Conference

From the lofty altitude of 8,000 feet, amid the Colorado mountain peaks last year, our annual "management speechless" sales conference this year was moved to the ocean shore at Key Biscayne, a small island off Miami. The sandy ocean beach was the site of the "Buzz Sessions," our own special way of acquainting our salesmen with new products.

At the start of each day all the salesmen assembled in a large conference room. Then, one of the new Ray-O-Vac products or merchandising materials was introduced and explained. Afterward, the men broke up into smaller groups and went down to the beach to meet under large tent awnings.

Here on the sand we gathered informally to discuss our new products and displays and to pool ideas on the most effective sales presentation. The men tried out various selling points on each other and "kicked the problem around" until they were satisfied that the best possible sales demonstration had been developed.

In this way, our Ray-O-Vac sales organization learns by doing and by observing what fellow salesmen do.

The buzz sessions continued for the entire week, alternating with large group meetings in which new products were introduced and new sales methods tried out by the salesmen themselves.

To hold the men's interest and make the visual presentations more effective we put on skits; stage props were used to add an extra touch of showmanship. Instead of delivering "dry reports," the division managers were on the stage together in a setting similar to a carnival photographer's back-drop. Each man stood behind a character cut-out—tramp, football player, "dandy" and fat man—with only his head showing.

Questions Pitched

Listed on the program as, "Pitch 'Em . . . At 'Em," questions were fired at the division managers from the floor. Each questioner also had the privilege of firing a yarn ball at the particular division manager he wanted to question.

Questions dealt primarily with reasons for the success or failure of item sales. One salesman asked, "Your division has had a particularly good record in signing large jobbers. How do you crack these big houses?" Another asked, "Why has your division been so successful with rack jobbers?"

We at Ray-O-Vac feel that a man will get the most out of a conference if he takes some active part in it, so we always try to get as many different men as possible to participate in new product presentations and sales methods skits. This year all those attending had some part in the prepared program. Getting "everyone into the act" makes it the salesmen's conference and they learn from each other instead of from "experts."

As usual, the Ray-O-Vac Merchandising Plan Board had a major part in the conference. The plan board is made up of representatives from our eastern, midwestern, southern and western sales divisions plus permanent members from the merchandising department. Ralph V. Brown of Louisville, Ky.; V. Ben Benson of Los Angeles; Charles W. Close of New York City, and Elmo R. Glynn of New Orleans were the field representatives on the 1954-1955 Plan Board.

The field representatives serve one

"Mac" . . . of Ray-O-Vac

J. A. "Mac" McIlnay is vice-president of sales for Ray-Q-Vac Co., Madison, Wis., a post he's held since May 1952. By that time he had had 26 years' diversified experience in the dry cell battery business, 17 of them in Sales.

A year after he joined Ray-O-Vac—that was back in 1945—as Eastern Division manager, he was sent out to Madison as General Sales Manager. Since February 1948 he's been a member of the firm's top management group—the Cabinet—and a member of the administrative committee.

A native of Illinois, he is well-known in business management fields as a speaker. He is active in National Sales Executives, Inc., as a Midwestern Region director and a member of the Executive Committee.

year and selection to the board is based on the salesman's over-all performance and selling ability as well as his field application and consciousness of merchandising principles. Appointment to the board is a great honor and there is a good deal of friendly competition to attain the distinction. This special merchandising group meets throughout the year and, in addition to planning duties and regular district sales assignments, conducts special investigations and runs field tests on proposed products and sales tools. The Plan Board develops the annual sales conference program and helps to design, then passes on, the new products and merchandising materials which are introduced.

These men from our field selling organization represent their fellow sales associates and offer suggestions and ideas based on what they see and hear and observe in their daily contacts calling on Ray-O-Vac customers throughout the United States.

To get the men acquainted at the opening session of the conference, we always use some novel method of introduction. At Worcester, tunes of the day were played on the piano as each man came to the stage to be introduced: "Deep in the Heart of Texas" for Dallas; "California, Here I Come" for San Francisco; "Beautiful Ohio" for Youngstown. These give you an idea of some of the song titles used to introduce our district men.

Another year, as each man was introduced to the group, a photograph slide of him and his family at home was flashed on the screen. It was a complete surprise to the men. This year at Florida the introductions hinged on a contest we held in the three months preceding the confer-

ence. Each salesman was called on stage and presented with his check. At the same time he was given a boldly lettered pennant with his name and the number of displays he had sold in the spring sales contest. The pennants were in three different sizes representing the three categories of the contest. The salesmen carried the pennants back to their seats and held them through the rest of that meeting.

We call our Ray-O-Vac sales conferences "management speechless," because they are just that. There are no whip-cracking speeches; finger-pointing, chest-beating tirades are banned. Instead, there is a "clear the deck" session. In this meeting top management officials listen to the past year's accumulated gripes. Each salesman gets a chance to get things off his chest and tell his bosses just what, in his estimation, he thinks they are doing wrong and how he thinks things should be run. Sometimes it's salaries and commissions, or new products, or insurance benefits, or expense accounts that come under fire. (In Colorado, the gripe session was held at five o'clock in the morning on the mountainside following a hearty and aweinspiring sunrise breakfast.)

These unrehearsed "bull sessions" insure an accurate pulse reading of problems in the field. They often result in further studies of certain policies and occasionally in a change or broadening of policy. No long festering injustices are allowed to remain hidden, disrupting our sales organization or sapping the selling power of the salesmen themselves. The very fact that we invite criticism and permit our salesmen to "sound off" helps to clear the air and makes everyone more contented. One result of this





Coming November 10

A penetrating article on the revolution in distribution. Will it continue through the next decade? How will it affect your marketing operation? Your sales? What will happen to super markets? Discount houses? The small retailer?

SALES MANAGEMENT

policy is a very low personnel turnover rate and a high degree of the feeling of "participation and belong-

ing" so important to good sales work.

"Pioneers Breakfast" is another annual feature of our sales conferences. One morning there is a special table for all the men who have been in the Ray-O-Vac sales organization since the end of World War II. This breakfast is held in honor of the "oldtimers" and the dean of them all is W. A. Brannon, Ray-O-Vac industrial representative, with 36 years of service. Several of our men have be-tween 20 and 30 years' service. Much time and thought is spent

on each of these conferences. As soon as one conference is over, planning for the next begins and continues through-

out the year.

We plan and give the most careful consideration to every detail. A constant check is made on all plans and preparations after the site is chosen, and the different materials begin flooding into the conference location.

During the entire conference week. attention to details is never lessened. A careful check is kept on the comfort of the men. Inspection of the kitchen and talks with the chef, maitre d'hotel and managers help us to insure excellence throughout.

Attention to Detail

Although this might seem to be a lot of bother for those running the resort or hotel where we meet, this is not the case. Time after time, on leaving, we are complimented on the organization of our conference, our careful attention to detail and the gentlemanly actions of all attending personnel.

The men are together for the entire week of the conference-not only during the meetings but in leisure periods as well. Organized recreation is planned to keep them in a group. At Key Biscayne, for instance, the recreational facilities are so attractive that the men had no thought of leaving the conference site. While meetings are planned on such a tight schedule that even evenings are put to use for talks and discussions - we do try to plan so that extra-long meal periods permit the men some time for relaxation. In Colorado the men went horseback riding during the noon hour and in Florida we had time before breakfast, lunch, dinner or whenever we weren't meeting to swim in the hotel pool or take a dip in the ocean.

We at Ray-O-Vac insist that our sales conferences follow the time set forth in the scheduled program. It takes planning, lots of it, but the result is well worth all the effort. When we say that dinner will be 6:30, it's

See It Soon

See your future, your present, your past, in Sales Management's specially edited November icena

at 6:30-on the dot. Naturally, chefs delight in this promptness-everyone knows wonderful food can be ruined if it is planned to be served at 6:30 and the group doesn't sit down to eat until 7 o'clock. Our men appreciate the timing, too, for in that way their interest in the conference is maintained

As with any operation of a business. cost is an important factor. While many large corporations may spend hundreds of thousands of dollars, including the engagement of expensive outside personnel and talent, Ray-O-Vac spends only a small fraction of that. We do it all ourselves, relying more on careful planning, ingenuity and originality than on money. This year's conference was purposely located in Florida to take advantage of bargain off-season rates. The facili-ties are as fine as anywhere in the United States - an excellent conference hall, air-conditioned hotel rooms, two swimming pools plus the ocean beach, pitch and putt golf, shuffleboard and tennis - and the weather was cooperative, ranging 15 to 20 degrees cooler, in the hottest part of the day, than our headquarters city, Madison, Wis.

As further explanation, we time our Ray-O-Vac sales conference for the approaching hours - of - darkness, fall and winter season, the time of the year that brings a sharp increase in battery

and flashlight use.

We feel that the outstanding success we have had in continuing to increase Ray-O-Vac sales each year is directly traceable to these annual sales meetings. So it is, by using all of the elements of drama and good salesmanship-surprise, suspense, isolation, organization, education and action-we have learned how to hold a sales meeting that pays off. The End



FAVORITE HOTEL OF FOLKS ON THE GO ...ON BUSINESS

The Beautiful Billmore

JUST 7 OF THE FAVORITE FEATURES

- * Center-of-the-City convenience
- * Free radio television if desired
- ★ Inside parking for 4000 cars ★ Men's Health Club - Swimming Pool
- ★ Overnite dry cleaning —1 day laundry
- many more.
- ★ "Longfellow" beds 8 feet long
- * Morning newspapers at your door
- ★ 4 Restaurants 4 Cocktail Lounges
- and there are many,

BILTMORE HOTEL LOS ANGELES

Teletype LA 854



CAN YOU FILL THESE SHOES?



SALES AANAGER

for Mfgr, of Drugs Specialties . Pharmaceuticals

We're looking for a human dynamo to supervise the sales force of our aggressive, fast-growing drug organization. He will ride herd on 20 salesmen—perhaps more later. We sell direct and thru wholesales in 20 Midwest and Southern states.

Our man will have had solid sales experi-ence (drug field preferred), and able to furnish top references and evidence of past performance.

Salary open to right man of vision and ambition.

IF YOU THINK THE SHOE FITS, tell us about the rest of you. Address your resume to our agency—

BATZ-HODGSON-NEUWOEHNER

122 N. 7th St.

St. Louis, Missouri



FOR 650 NEW HOMES DAVENPORT TO PROVIDE ADDITIONAL 1000-CAR PARKING SPACE!

ALCOA ADDITIONS TOTAL \$62 MILLION!

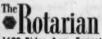
. . . AND - DAVENPORT NEWSPAPERS ARE FIRST in Quad-City circulation — in Quad-City advertising lineage — in advertising lineage in ALL IOWAI

THE MORNING DEMOCRAT - The Evening BAIL'S TIMES - The Sunday DEMOCRAT & TIMES

course read it

John A. Zehntbauer, Ch. Bd. Jantzen, Inc. Portland, Oregon

Here's another of the 284,706* corporate officers and titled executives who read The Rotarian, 90% of whom buy material, equipment, supplies or services for their firms.





How TV Commercials Look and Sound To Sales Executives

Drift of the queries: How good are TV commercials in general? . . . In your own industry? Can women sell women on TV? Can they sell men? What about animated commercials? And whose commercials do you really like?

It is easy to say that a product enjoyed a rapid and sizable increase in sales "because it went on television."

But how much of the increase was due to the advertising? How much to the enthusiasm of the sales force generated because the men happen to like TV?

SALES MANAGEMENT asked nine sales executives for their candid answers to eight pointed questions concerning TV commercials. Greatest point of interest about replies is their similarity.

Replies to the questions are strictly off the cuff, as they might have been offered in a Pullman club car, or in an airport lounge.

What the panel members said:

1. What is your opinion of TV commercials in general:

Johnson (Gerber): There are two types of commercials I thoroughly dislike. One is the screaming commercial and the other is the singing commercial. A TV commercial is a selling medium. I can't recall any instance where I was persuaded to make a purchase as a result of someone screaming at me. It seems to me that the screamer overlooks the fact that he's not talking generally to people in a crowded bar or to millions all assembled in one group, but that he is addressing his message to

one or two, or at least a very few people, in their own living room. Television is perhaps the nearest approach to personal selling that has ever been achieved by a mass medium.

In all my years of personal selling I've never found it necessary or feasible to scream at a prospect. It's my opinion that if most of these screaming commercials were submitted by an agency to a client, even as print copy, they wouldn't get by the office boy.

Philpott (Ralston Purina): In general the quality of TV commercials is improving. There is still much to be desired, but the same thing happened in the early days of radio, and

The Panel

- G. M. Philpott, Vice-President— Advertising & Sales Promotion, Raiston Purina Co.
- H. B. Reed, General Sales Manager, Delrich Margarine, The Cudahy Packing Co. Specialty
- J. F. Donnelly, Vice-President— Trade & Industry Relations, Servel, Inc.
- L. J. Clark, Manager, Nash Coffee
- Bernard Weiser, Vice-President
 —Sales, McCormick & Co.
- Arthur W. Ericksen, Sales Manager, Consumer Products, Durkee Famous Foods Div. of The Glidden Co.
- Earle L. Johnson, Vice-President
 —Marketing, Gerber Products.
- A. C. Ragnow, Vice-President,
- Ralph Nunn, Advertising Manager, The Maytag Co.



At Minnesota Mining and Manufacturing Company (known as "3 M"), they say,

"He's America's No. 1 stick-up man!"

"Need a 'Scotch' brand tape for grafting trees? Wrapping a new automobile? Splicing a rug?

"We have 'em — and hundreds more," says "3 M" Executive Vice-President L. F. Weyand. "No wonder they call me the 'stick-up man.'

"But there's one kind of sticky tape you won't find around here, and that's *red* tape. When our dealers or customers ask for a shipment in a hurry, we take them at their word. "We call Air Express — and the shipment is delivered in a matter of hours!

"We know we can depend on Air Express. We prove it hundreds of times a year. What's more, we save money by using Air Express. A 25 lb. shipment from St. Paul to Miami, for example, costs \$13.65 door to door (one charge). That's 20¢ less than any other air carrier — and the service just can't be compared!"





GETS THERE FIRST via U.S. Scheduled Airlines

CALL AIR EXPRESS . . . division of RAILWAY EXPRESS AGENCY

If You Manufacture Building Products Your Prospects Continue to be Bright

Both long and short term outlooks encourage sales executives to aggressive cultivation of the builder . . . buyer of the bulk of today's materials and appliances.

As sales executives of companies manufacturing tools, materials and appliances essential to modern building look toward 1956 and the five or 10 years to follow, they see every reason for continued optimism and no reason for pessimism about the Light Construction Industry's long as well as short term trends.

Editors of Practical Builder, national Light Construction Industry authority, emphasize the need for manufacturers (particularly their sales and advertising executives) to make their volume appraisals of the industry in total rather than on the basis of one, two or three segments of the industry.

New Housing Market

This is currently the case so far as new housing starts are concerned—an important but incomplete measure of total building activity. For instance, despite national news headlines regarding local slide-offs in new residential construction, the outlook for 1956—the next five years and the next decade—is very good, Practical Builder's editors point out.

In fact, the opportunity for building products manufacturers is, they agree, effectively summed up by Dr. George Cline Smith, F. W. Dodge economist, in a recent address to the Producer's Council. "During the next 10 years," Dr. Smith declares, "we will pour \$600 billion into building materials, construction labor and services. 12 million new houses (estimated value \$144 billion) will be built. This forecast," Dr. Smith says, "is con-servative. It does not anticipate any construction boom, but simply a normal growth in line with the expansion of the nation. It actually allows leeway for a mild recession during one or two of the 10 years.

Modernization Market

In their current "Red Letter of the Building Market", editors of Practical Builder and its companion dealer publication, Building Supply News, present eight compelling reasons why the modernization segment of the Light Construction Industry must continue to play a major part in the nation's economy.

Here are some startling facts about the nation's housing inventory of which even the informed analyst needs continually to be reminded.

- -77% of our homes are more than 10 years old—half are more than 30 years old!
- —16 million homes have no central heating, 9 million no hot water, 9.4 million no bathtubs! Air conditioning, already big business, thus becomes a potential giant of light construction opportunity.
- -Of the 23% of our housing that can be called "new" (less than 11 years old), only 10% have 1,000 sq. ft. of floor space; the minimum requirement for the average family! And the garage market hasn't even been scratched.

Commercial, Industrial Market

As for commercial and light industrial building, these segments have considerably accelerated in pace this year (they accounted for more than 15% of the total Light Construction volume in 1954). For 1956 and the 5 years immediately ahead, there is ample evidence that both segments will experience a real boom. Remember-most of this building is done by the same builders who do home building as well as remodeling and modernizing. Mr. W. Watson, Chairman of the Construction and Civic Development Committee, U. S. Department of Commerce, describes the country's need for this type of con-struction as "critical" for the next decade-"crucial" for the 5 years till

School and Institutional Market

Shortages in the non-residential segments of the market (schools, hospitals, other institutional construction, etc.) are best dramatized by the illustration pointing out that we will need to build a new classroom every 5 minutes for the next 5 years just to catch up and keep up with the need.

In recent years, public construction has been a relatively small factor in Light Construction totals, but 1956 will see this segment of the market increasing considerably.

Practical Builder's October issue features remodeling and the practically unlimited sales opportunities this vast segment of the Light Construction Industry offers manufacturers of building products. If you haven't seen a copy, write Industrial Publications, Inc., 5 South Wabash Ave., Chicago 3, Illinois, A limited number of "Red Letters" are also available on request.

a definite and noticeable improvement has been made.

Clark (Nash Coffee): TV commercials are fair to poor.

Ragnow (Fairmont Foods): Certainly, there are some very good TV commercials on the air today and some very poor ones. As a whole, I feel that most television commercials are good in that they accomplish the objectives that are set for them. The very fact that television is able to employ both audio and video contributes to the fact that television impact is tremendously greater than that of any other medium.

Donnelly (Servel): I believe there are both good and bad TV commercials, but I believe the best commercials today are generally those used by the most successful and largest advertisers. In spot announcements and spot commercials, the humorous or cartoon type, as well as the musical type of commercial in a light vein, appear the most successful to me.

Nunn (Maytag): I believe that TV commercials in general are improving and, for the most part, today are fairly good.

Reed (Cudahy): There are a great many very good TV commercials in use today but, unfortunately, there are still far too many very, very poor ones.

Ericksen (Durkee): It is my opinion that TV commercials are too lengthy in general. Because these commercials are so long and repeated so frequently, the listening public takes advantage of this time to fix a few snacks, etc. If these commercials are short, interesting and to the point, and do not interfere with the program, they would hold the audience.

What is your opinion of TV commercials in your product classification?

Donnelly: It may be competitive jealousy, but I do not know of anyone that is doing a good job in refrigeration.

Ragnow: Some competitive companies are doing very well in the medium, whereas others are handling it poorly, in our opinion. Most competitive companies seem reluctant to invest in good television production and, consequently, are not taking full advantage of the television dollars they are now spending.

Clark: TV commercials in our own classification—coffee—are too blah or ordinary.



PB is edited for Builders...only!

Why is this important? It's as simple as the old axiom: "Jack of all trades, master of none." Practical Builder is a builder's magazine and its editorial fare hews to the line. We do this one job and do it well. Our rewards (and our advertisers') are commensurate. There is no dilution of editorial service to appeal to a cross-section of industry "influences." **practical** builder reaches buyers, not influences. And it serves them better than any other builder-magazine. Our job is to help builders do a better job in every phase of light construction: residential and non-residential; commercial and industrial; modernizing, maintenance and repair. The pages of Practical Builder are informative, functional, useful; and, above all, authentic and practical. They give the builder what he wants and needs. Result? Practical Builder is the preferred magazine among builders; gives you the largest builder-buying-power; serves the largest number of advertisers!



of the light construction industry

© INDUSTRIAL PUBLICATIONS, INC., CHICAGO 3. Also publishers of Building Supply News and other leading building industry magazines.

Nunn: The TV commercials in our own product classification, for the most part, are not too long, since the networks prohibit too much commercial. I believe that the commercials for our particular field are in most cases pretty much alike, and there is room for an original idea.

Philpott: Some commercials are still too long and too blah, but they always will be because they are sponsored by a lot of different types of people.

Ericksen: They are far too long in our product classification and create little interest unless they teature a "giveaway."

Weiser (McCormick): We have tried to analyze their potential by trying not to make them too long. Some have done an excellent job, others have not been too successful.

Reed: As yet there haven't been too many TV commercials used in our product classification. The ones I have seen have generally been good, such as those on the Kraft TV Theater, as well as those used by Lever Brothers.

3. Do you think animated commercials are better than live? For your product classification? Or in general?

Clark: I believe animated com-

Philpott: Animated commercials have a place, but in general I believe live are better—even than film—but there is a place for all three.

Reed: Generally, I feel animated commercials do the best all-around job regardless of product classification.

Nunn: Concerning animated commercials as opposed to live commercials, I believe that each type has a place, and in some cases a combination of the two makes a better commercial. You can sometimes do things with animation that are very difficult to do live and get the idea across, particularly about how a product operates. In the case of our particular product a combination of animation and live is better.

Ericksen: Almost without exception, animated commercials have more appeal with young and old alike. This type of commercial, when used with a catchy tune or phrase, seems to create more interest. One finds one-self humming the tune days later and the commercial is recalled.

Weiser: Good animated commercials, in my opinion, are the best commercials in use today.

Johnson: Singing commercials to me are asinine. There are few, if any, that I've heard that are even clever or approach it. I have yet to sing an order into my pocket. On the other hand, animated commercials can be clever and sometimes are. I think in many cases they come closer to doing a selling job than screaming or singing.

Ragnow: That depends on the specific objectives of the television commercial. The major premise of some television advertisements is given greater stress through animated commercials, whereas in other cases, live treatment would be preferable. Whether the commercial is aimed at kids or adults, housewives or male buyers—these are all factors to be considered in evaluating which type of commercial to use.

Donnelly: I believe animated commercials, particularly in spot announcements, a little humor, or a light musical, are most effective.

4. Do you think that women can sell women—or do you need a suave man?

Philpott: In general I don't believe



you. He'll remember your ingenuity and freshness of thought all year long. For literature and the name of the RCA dealer nearest you, write:

RCA GEIGER COUNTERS

RCA Building 60 • Camden, N. J.

*Suggested List Price

*Suggested List Price

End Company Christmas Gift Problems the "Select-A-Gift" Way

... Customers and Employees Select The Gift They Want

... You Pick The Price Range — Five Groups . . . \$6.62 to \$47.25

Stop worrying if they have one . . . if they want one . . . what size or color, Pick your price range and we mail, or you give, a beautiful combination Christmas Card-Gift Folder to each person on your list. Folder is personalized with your name, and/or your company's, and illustrates as many as 24 of America's most-wanted, nationally-advertised gifts. Recipient tells us the gift he wants from you; we ship it to his home.

Cost of Gift Covers Everything

We handle mailing, packing, shipping, all details. You give more because your complete costs average 25% less than regular retail prices of the gifts alone. "Select-A-Giff" is used and endorsed by hundreds of leading companies. Write to Dept, SM for free folders . . . complete details.

Select-A-Gift DIVISION OF

Maritz Sales Builders
4200 FOREST PARK BOULEVARD, ST. LOUIS 8, MISSOURI

women are good salesmen on TV.

Donnelly: Yes, I believe that women can sell women, also that men can sell women. I don't know that either sex has any advantage if selling know-how is a part of the personality and the script.

Clark: Yes, to a degree, but not nearly as well as a qualified male.

Reed: I believe, generally, men do a better job of selling women, and they need not necessarily be suave. There are exceptions, of course, such as Arlene Francis, who I think can sell both men and women.

Ericksen: Frankly, I think a man does a better job in selling women but I do not believe that he has to be the suave type.

Weiser: I don't honestly believe this makes too much difference. It is the person, not the sex.

Nunn: A man is usually the best salesman for both men and women. I think that in most cases it is best to use a man no matter what type of audience you are trying to sell. However, there are quite a number of good women announcers on TV and I don't believe that women should be excluded. We are using both a man and a woman, and we think sometimes this combination works very effectively. I still believe that men are the best for selling products.

Ragnow: We feel that a man can sell a woman better than a woman can.

5. Do you feel that women sell men . . . or only when they have "bedroom eyes and voices?"

Clark: They can, in my opinion, if they will leave out the bedroom eyes. Also, and this is important, their unusual cultured voices.

Reed: Depending on the product, I think women can sell men without the use of bedroom eyes or voices.

Donnelly: Yes, I believe that women can sell men, and they don't have to have bedroom eyes or voices. In fact, I feel that men are impressed by great women . . . brainy women who are not obviously too brainy — for instance, men's appreciation of some of our great actresses.

Ragnow: We don't think bedroom eyes or women selling to men is a particularly sound sales or advertising approach.

Johnson: I never thought much of sex as a selling tool . . . unless you happen to be selling sex.

6. Do you think the stuff for kids is good? Or too unreal?

Philpott: I think the stuff for kids has gotten to be a rat race and we are involved in it as much as anybody, but we are getting away from kid advertising for the time being at least and going into the all-family.

Clark: TV commercials for kids I believe are generally good . . . that is, to sell the kids themselves.

Ragnow: Yes, we do think it is good. Most television advertising

that is directed to kids is simple and uncluttered, and we feel that much of the adult-appeal television advertising could take a lesson from that directed to the children. A simple, direct approach with as few deviations and complications as possible would improve almost any television commercial.

Nunn: Some of the commercials for children are not too good because they present impossible situations that are not understood by children viewing the commercial. I recall one,

YOU belong in a tabloid... HARDWARE and HOUSEWARES

... to fully sell the hardware trade

HARDWARE & HOUSEWARES is the fastest growing! It does the best selling job for you because hardwaremen rely on its live news, the latest on new products and trade trends — all presented in any easy-to-read style and tabloid format.

Add to these editorial advantages the fact that only HARDWARE & HOUSE-WARES assures your ad top visibility. Every ad you place is near news — there are no "buried" ads, ever. It adds up to tremendous readership in 37,000 "plus" individual hardware stores with a strong conviction to how.

hardware stores with a strong conviction to buy.

Ask your HARDWARE & HOUSEWARES representative to give you the full story of why smart advertisers know it's just good



8th Floor, Daily News Bldg., Chicago 6, Illinois

picture of a man...



... spending \$7,000,000

THE Index of Buying Power in the \$7 billion dollar Fresh Fruit and Vegetable Industry is as simple as ABC—the 16,302 ABC circulation (net paid May 7, 1955 issue) of The Packer—the industry's complete weekly Newspublication.

These growers, shippers, distributors, wholesalers and retailers of fresh fruit and vegetables depend on The Packer for up-to-the-minute news of crops, market conditions, forecasts and new developments in their industry. Regular Packer readers represent better than 85% of the industry's buying power.

The Packer's growing circulation figures are an accurate index, too, of the progress made by this high-buying, readyspending industry. Right now they indicate that in the past year the number of the top-buying-power leaders has increased by 1,182...better than half a billion dollars in additional buying power for Packer advertisers!

If you have something to sell to any or all parts of the Fresh Fruit and Vegetable Industry...the time is ripe now...and The Packer will deliver your measage directly to the men who make the decisions.

THE PACKER

201 Delaware

Kansas City, Mo.

for example, where the children, after eating a breakfast food, take off into the air. My own little girl was quite disappointed that she was unable to do this after eating the breakfast food.

7. If you were to pick out one commercial, regardless of type of product, that in your opinion probably is doing the best all-around job, what would be your selection?

Erickson: I believe Gillette has an outstanding one . . . It has a catchy tune and uses both animated and live commercials.

Philpott: I think I would nominate the Saran Wrap commercials of the Dow Chemical Co. appearing on "Medic."

Clark: A mighty effective 20-second and one-minute TV commercial is the Robert Hall Clothes pitch. It's smooth, easy on the ear, and attractive to the eye.

Reed: In my opinion the Gillettetype TV commercials do the best job. They are fast-paced, get the point over quickly, and don't bore the viewer or make him feel that he is going to miss half the show because they are taking too long.

Ragnow: I feel that the Hamm's Beer commercial is one of the most successful commercials on the air today. The integration into the overall campaign, as well as the attainment of specific sales objectives and the creation of favorable product associations, is accomplished in these commercials.

Weiser: One commercial which I feel is doing a good all-around job although it is local is the "Mr. Boh" commercial of the National Brewing Co. here in Baltimore. Without question, it has done the finest selling job in a very competitive market.

Donnelly: The one type of commercial that has impressed me more than others in recent months is that used by the Ford Motor Co., where one of its technical people gives a simple engineering explanation about parts of the car. The last I recall was a designer's discussion about good lines of Ford cars. To me this is educational and interesting, and it gets the advertiser's story over in excellent shape. It is my belief that advertising agencies, and advertisers generally, are being misled into thinking that those of us who watch TV commercials are constantly seeking flippant and humorous entertainment in commercials. I have suggested, without too much success, to certain

advertising agency people in the last year or two that I would like to see an experiment—the script prepared by the agency for an executive of an advertiser, then that executive per-mitted to deliver that particular commercial. This executive, in turn, should be given certain minimum stage training, but not enough to make him look "professional." His script would be prepared as a personal opinion and message to the consuming public. The advertiser under such circumstances would depend on the professional entertainment of his program to give it the professional touch, but the commercials would be down-to-earth and right off the cuff. I believe this type of approach is being accomplished to some extent

Johnson: Generally speaking, I believe television selling has lost its point completely and, in many cases, the opportunity for doing a good personal selling job.

8. Of all the various forms of advertising your company does, which do you consider the best dollar investment?

Philpott: I think this again is a question that cannot be answered with one general reply. In the feed business we still consider radio as our best investment per dollar. In our cereal business we think television is our best per dollar.

Clark: Newspaper and radio. It is impossible to cover a greater number of people with a low cost and both are mighty effective.

Weiser: If limited to one . . . I would take point-of-purchase.

Ericksen: I consider newspaper advertising the best medium per dollar investment of all the various forms of advertising. It has natural tie-in with other advertisers who sell our products.

Donnelly: At this moment, it is my personal opinion that radio is the best dollar investment.

Johnson: I believe we get more results from dollars spent through our direct mail program.

Nunn: We use all forms of advertising, and it is my opinion that probably the most productive is cooperative advertising with our dealers.

Ragnow: At the present time we feel that television advertising is the most effective—the best dollar investment form of advertising. The End



The old revolution from bulk to packaged goods has long been won...you're clearly in the packaged goods business! Now there's another wondrous revolution sweeping the nation's stores...aluminum packaging: Reynolds Wrap Aluminum Packaging. Look over your own shelves and see how the gleaming foil packages have multiplied. Count the growing number that carry the Reynolds Wrap Aluminum Packaging Seal. And check your customers, THEY KNOW THE DIFFERENCE! And they credit you for the fresher foods they buy. So take a bow...point with pride...point to Reynolds Aluminum and the Seal. It's good business! For full information write to Reynolds Metals Company, General Sales Office, Louisville 1, Kentucky.

Reynolds Continuing Promotion Helps You Sell...with this Seal!

Full pages in four colors in major national magazines. Every week a powerful plug on Reynolds new hit dramatic series, "FRONTIER". . Sundays, NBC-TV network. Every minute thousands of packages with this seal passing over the nation's check-out counters. And Reynolds colorful "rainbow" promotion boosting all foil packaged products, store-wide. That's why customers look for aluminum packaging — and the Seal.

It will pay you to promote it!





Better Homes

McCalls

JOURNAL



See "Frontier," Reynolds new dramatic series, Sundays, NBC-TV Network.





THE "OVER \$10,000" STUDENT SALESMEN: Glenn S. Slough, president, Vita Craft Co., welcomes the 10 college students who each distributed over \$10,000 worth of waterless aluminum cookware during their 14-week summer vacation. Each man won a \$300 scholarship in addition to commissions.

CONTEST PRIZE?

MODERN GRIDDLE

Homemakers fall in love with this contemporary square-shaped heavy cast-aluminum griddle. Retails at \$5.95, price maintained.



See this and dozens of other idea items



Selling Their Way Through College

Eight years ago, Vita-Craft employed two college students as aluminum cookware salesmen. This year 600 of them sold \$2,000,000 worth; earned as much as \$5000.

Working your way through college in today's expanding economy is a far cry from what it was some years back. A couple of decades ago a student did well to earn a few hundred dollars selling magazines or some other door-to-door item, taking a muscle-building job, or working in his father's factory or office. At best he could earn only part of a year's tuition and expenses.

Today a college man can underwrite virtually his whole education in a single summer. Witness the more than 600 college men who participated last summer in the summer sales and scholarship program of the Vita Craft Corp., Kansas City. Makers of waterless aluminum cookware. The 1955 summer program was the most outstanding in the company's 16-year history: More men took part in it and more scholarships were paid than ever before; a total of \$27,000 in scholarships is going to 100 college and universities across the nation for these men (scholarships range from \$100 to \$300 each); dollar value of cookware distributed by college men this year may total \$2 million, the largest amount realized from the program and a big share of Vita Craft's annual volume

Experiences of five college men are representative of what students can accomplish in the Vita Craft scholarship program. David Follis of Houston, a senior at Abilene Christian College, Abilene, Tex., came off with a \$300 scholarship and over \$5,000

in 14 weeks. The full amount cannot be counted for educational purposes as Follis paid his own expenses, but there is enough to cover more than

his senior year. Working in Texas cities, Follis distributed over \$12,000 worth of cookware, much of it to single girls for their hope chests. In addition, he served as chief of a crew of about 10 men. He was one of the 12 top men who won the maximum scholarship and distributed more than \$10,000 in cookware.

He already has a degree of financial security from his first and most successful job. He believes the summer work is invaluable in "developing per-sonality and a sense of responsibility."

Top man John Frederick III of Irving, Tex., was a member of Follis' crew. Frederick distributed more than \$17,000 in cookware, and also earned more than \$5,000 (before expenses) over and above his scholarship. An affable, energetic young man, he is studying to become a minister of the Church of Christ.

Jerry Colling, one of Vita Craft's

veteran college men, has worked with cookware four years, is putting him-self through medical school at the University of Nebraska, and support-

ing a wife and family.

Les Francis of Austin, Tex., is supporting his young family, including a new baby who was in an incubator much of the summer—an unexpected expense he has met in addition to his school costs.

Another enterprising young college man is putting himself through law school at Duke University and supporting a wife and two children through his work with cookware. He is Horace Swiggett, Jr., of Greensboro, N. C.

Contrast these earnings with those of Glenn S. Slough when he was a student at Baker University, Baldwin, Kan. In 1914 he led the State of Kansas with a total of \$2,014 in cookware. He liked the possibilities well enough to found and develop Vita Craft with headquarters in Kansas City and the factory at near-by Shawnee, Kan.

Or contrast today's earnings with those of college men in the early 1930's. Selling magazines was then a summer vogue for undergraduates. They went out in crews, usually dressed in knickers, the appropriate collegiate garb of the day. With energy, persistence and luck, a crew man could earn \$250 in a summer. Or, working as a hand in a lumber yard, he could earn \$45 in a six-day, 54-hour week. After a 12-week summer he might have \$400 or \$500 put aside toward his education. Even at today's somewhat inflated prices, many college men in the Vita Craft program know that their education is as-

Since the first two students (from Kansas State College) worked for Vita Craft in the summer of 1947, Slough has seen many of them progress to business and professional careers. For example, one is a veterinarian in California, another a minister in Arkansas, a third a doctor in Nebraska. Several are now junior executives with the company itself.

The program is endorsed by more than a score of college and university officials, including those affiliated with the University of Missouri, University of Kansas, University of Texas, Texas Christian University, University of Indiana, and Pennsylvania State Uni-

Five Named to Receive Converse Award for '55

The American Marketing Association has announced the 1955 winners of the Paul D. Converse Award. Their names will be added to those of 17 others who since 1949 have been cited for "outstanding contributions to the theory or science of marketing.

Those honored are:

Wroe Alderson (firm of Alderson & Sessions) for his contributions in the Louisville Grocery Survey and the St. Louis Drug Survey of the U. S. Department of Commerce. Ewald T. Grether, University of

California, for his studies of Resale Price Maintenance.

Rensis Likert, Survey Research Center at the University of Michigan, for his surveys of Consumer Finance.

Edwin G. Nourse, Washington, D.C., for his studies for the Brookings Institution, particularly "America's Capacity to Produce.'

Henry Schultz, posthumous, University of Chicago, for his "Theory and Measurement of Demand."

To be considered, a contribution must have been made at least five years before it is voted on.



Show your customer or business associate that you have his best interests at heart. The Niagara Executive Cushion will help him rest and relax, avoid tension and fatigue. With his "nerves" at rest he'll be a happier man and a healthier one, too.

The Niagara Cushion contains a new, patented cyclo-massage motor which is identical to that used in the massage equipment of top athletic teams, such as the Pitt Panthers, the Cardinals, and the Giants. Baseball's Monte Irvin used Niagara on his broken ankle. Top golfers like Snead, Middlecoff and Sarazen have Niagara to help them relax for a big day.

Now executives can alleviate the discomforts of the trying business day with Niagara. Daily use of this Executive Cushion will help increase circulation, soothe postural fatigue, and ease many of the aches and pains developed by a sedentary "office" life.

The Niagara Executive Cushion is new, different, practical, will last a lifetime, will be used every day, and will promote better health . . better qualifications could a gift have?

For full details and descriptive literature, write Niagara Mfg. & Distrib. Corp., Adamsville, Pa.

NIAGARA MASSAGE Adamsville, Pa.

in Canada: Monarch Massage, Ltd., Fort Erie, Ontario

It's Profitable and it's logical to buy THE NEW BUY, TOO

It has taken less than two years to prove the fact that full color advertising of excellent quality is possible by the Perry Printing Process. This method of printing direct from original magnesium engravings on quality stock enhances the value of The New Buy.

This revolutionary new printing process reproduces reading matter, illustrations, and color of excellent refinement.

ment.
Full color advertising, at an economical cost, that will be read by more than 300,000 families, is now available.
The All-Florida Magazine covers a third of the Florida boom market that

is not covered by any publication printed or distributed in Florida. It is logical to not neglect a third of the families in Florida when it is so easy to reach them at a low cost in the New Buy.



OCALA, FLORIDA

JOHN H. PERRY ASSOCIATES

Over 100,000 ABC City Zone

Orlando, down in the Central Part of Florida, where the oranges grow, is now Over 100,000 City Zone. ABC . . . And Still Growing.

Our newspapers outsell Miami, Tampa and Jacksonville papers 3 to 1 in Our Five Counties . . . Here 400,000 People spend \$500 million each year.

Orlando Sentinel-Star

Martin Andersen

Owner, Ad-Writer & Galley Boy Orlando, Florida

Nat. Rep. Burke, Kuipers & Mahoney



EXECUTIVE SHIFTS IN THE SALES WORLD

Advance Transformer Co. . . .

J. C. Hamilton to manager of sales.

Allied Chemical & Dve Corp. . . .

Malcolm E. Hunter to assistant to president, Nitrogen Division. He will be responsible for all sales.

Basic Food Materials, Inc. . . .

Harry West to sales promotion manager.

Bill Brothers Publishing Corp. . . .

Charles A. McHale to publisher, Fountain & Fast Food.

Bristol-Myers Co. . . .

Gene D. Wilken to sales manager, Western Division.

Canada Dry Ginger Ale Inc. . . .

John W. Red to assistant national sales manager, Wine and Spirits Department.

Chrysler Corp. . . .

James Hughes, supervisor, advertising and sales promotion, Airtemp Division.

Columbia Broadcasting System . .

Wendell B. Campbell to newly created post of v-p, CBS Radio Spot

Crown Cork & Seal Co. . . .

Robert F. Duemler to director of sales; W. L. Lohrfinck to general sales manager.

Dayton Rubber Co. . . .

Morton S. Schneider to sales promotion manager, Koolfoam Division.

F. W. Dodge Corp. . . .

Garwood R. Wolff, eastern sales manager; Sam L. Marshall, central sales manager; George H. Atherton, western sales manager, Sweet's Catalog Service Division.

Allen B. DuMont Laboratories.

Kenneth F. Petersen, manager, Television Transmitter Sales.

Ferro Corp. . . .

Donald R. Goetchius, manager, ceramic sales, Frit and Glaze Divi-

Robert Gair Co., Inc. . . .

Harvey Hearl to sales manager, Frozen Food Packaging; J. O. Pedersen to sales manager, Chicago ACM Division; Richard W. Lindquist to sales manager. Soft Drink Carrier Division.

General Foods Corp. . . .

George R. Plass to marketing manager, Baker-Gaines Division.

General Motors Corp. . . .

J. W. Stack, advertising manager. and Frank E. Rav, market analysis manager, AC Spark Plug Division.

Johns Manville Corp. . . .

Clarence C. Simoni to general sales manager, newly formed packings and friction materials division.

Koppers Co., Inc. . . .

H. B. Cummings to assistant manager, Marketing Department (sales).

L. O. F. Glass Fibers Co. . . .

Norman F. Heydinger, manager of newly formed Market Research Department.

The McBee Co. . . .

John L. Mayer, Jr., to assistant general sales manager, promotion.

Magnecord, Inc. . . .

William J. Helt to vice-president, sales.

Pabco Products Inc. . . .

Edwin W. Fish to vice-president and general sales manager.

Polaroid Corp . . .

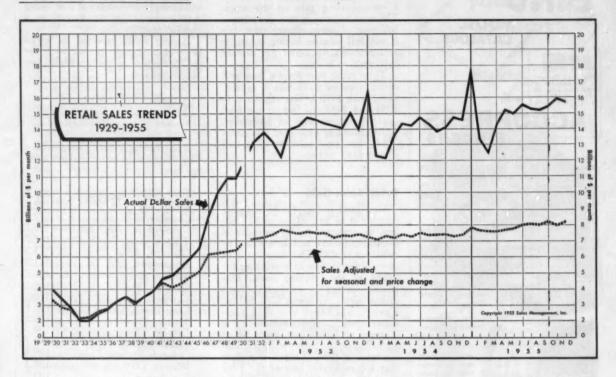
Edward R. Speare to national sales manager.

Proctor Electric Co. . . .

H. Henry Martens to vice-president, sales.

United States Steel Homes, Inc. . .

Edgar L. Landen to commercial sales manager. A subsidiary of U. S. Steel Corp.



November Retail Sales: Highest Ever?

BY DR. JAY M. GOULD • Research Director Sales Management's Survey of Buying Power

Retail sales in November will probably total \$15.7 billion, a gain of 8% over last November, and are clearly heading for a December peak that will break every record ever set in the past. Every sector of retailing is

sharing in the boom with apparel stores on the lowest and (5% over 1954) and automotive sales still far in the lead. Automotive sales in August and September, months generally written off as coming after the time of peak demand and before the introduction of new models, proved to be little short of sensational, with gains over 1954 on the order of 30%!

November is the first month in which the new 1956 automotive

	Re	tail Sales	Box Score			
	9-month	totals		A	ugust	
	1955 \$ Mill	1954 ions	% Change	1955	1954 Millions	Change
Food	32,125	30,601	+ 5.0	3.775	3.475	+ 8.6
Eating & Drinking Places	10,181	9,810	+ 3.8	1,249	1,156	+ 8.0
General Merchandise	13,296	12,500	+ 6.4	1,643	1,543	+ 6.5
Apparel	7,205	6,869	+ 4.9	886	847	+ 4.6
Furniture & Appliances	7,088	6,408	+10.6	855	740	+15.5
Lumber, Building, Hardware	10,334	9,682	+ 6.7	1,313	1,193	+10.1
Automotive	29,032	23,872	+21.6	3,294	2,536	+29.9
Gasoline Service Stations	9,204	8,426	+ 9.2	1,053	975	+ 8.0
Drug & Proprietary	3,771	3,607	+ 4.5	422	392	+ 7.7
* Total Sales	134,464	123,603	+ 8.8	15,884	14,139	+12.3



Give your catalogs longer life, keep them up-to-date, add or delete pages as you wish. Such flexibility means loose-leaf—and loose-leaf at low cost means ACCO-PRESS Binders. No expensive, space wasting mechanisms. No awkward handling when making changes.

ACCOPRESS Binders for catalog covers are available in 5 colors and may be printed or embossed for just the effect you wish. Covers are made of durable pressboard, lie flat, and come in many sizes. Write us your needs—or ask your stationer to show you the complete ACCO line for keeping papers together and safe in every department of your business.



The Accopress Binder combines loose leaf convenience, large capacity and seenomy. Ideal for Catalog Covers.

When transfer time comes just slip the bound papers from the Accobind Folder, insert a now Acco Fastener and the Folder is ready for another year's filing.



ACCOBIND folders
ACCOPRESS binders

PIN-PRONG binders

(for marginal multiple punched forms)

ACCO clamps

ACCO punches

THE ACCOWAY SYSTEM

(for filing Blueprints and all large sheets)
and other filing supplies

ACCO PRODUCTS, Inc.

Ogdensburg, New York

In Canada: Acco Canadian Co., Ltd., Toronto



models hit the showrooms in any real quantity, and will therefore reflect a corresponding gain on this score. The auto industry is now rounding a full year of extraordinary sales, but if any lull in auto buying comes, it will probably not occur for another half year at least.

Total retail sales for the year will certainly exceed \$185 billion, as compared with \$170 billion registered in 1954 and 1953. In fact, if the final quarter does as well as September, which gained by 12% over September 1954, then total sales in 1955 will exceed \$187 billion.

Retail Sales Gain

How much of this phenomenal gain, whether it be \$15 billion or \$17 billion, is accounted for by increases in disposable income and how much by consumer credit? This question is of obvious significance in evaluating the health of the retailing boom. Disposable income in 1955 will, from present signs, run about \$267 billion, a gain of \$12 billion over 1954, Consumer credit currently outstanding is in excess of \$33 billion, about \$4 or \$5 billion higher than the corresponding total in 1954. Thus it is evident that a considerable part of the 1955 retail sales gain has been financed by consumer credit. The ratio of consumer savings to disposable income in 1955 is 6%, the lowest ratio since 1950. No one can really say whether this decline represents a danger signal, just as no one can state how far consumer credit can climb before arousing serious concern.

Some businessmen, however, are beginning to exercise caution in their plans for 1956; refusing to believe that the current retailing boom can continue indefinitely. Other indicators of growing caution are the tightening of mortgage credit, rise in interest rates, the shakedown in the stock market, and the tapering off of residential construction in the past two months. But even if these signs turn out to be significant, they bear on business levels in 1956, for the remaining final quarter of 1955 the outlook could hardly be better.

We call the attention of our readers to a new feature introduced October 1. We show high spot listings for the various states, obtained as weighted averages of the city ratings, adjusted by state to conform to our monthly forecast of total retail sales in the nation. In this way we can present, in response to repeated requests, monthly sales data for each state, comparable with state data published in the SALES MANAGEMENT Survey of Buying Power. While we offer the

estimates here experimentally, we would greatly welcome readers' reaction to the desirability of continuing such material in the future as a regular monthly feature.

Among states expected to report better-than-average performance for this November as compared with last November are:

Alabama Michigan Arizona North Carolina Florida Rhode Island

The leading cities, those with a City-National Index well above average, are:

Fort Lauderdale, Fla127.5
Santa Ana, Cal122.5
C
Greensboro, N. C112.1
Birmingham, Ala117.7
Tucson, Ariz
Gadsden, Ala111.5
Hagerstown, Md111.2
Mobile, Ala
Orlando, Fla
Lubbock, Tex
Long Beach, Cal
Doing Beach, Can 1100 9
Miami, Fla109.8
Detroit, Mich 109.7
Tackson, Mich 109.7
Colorado Springs, Colo 109.4
Warren, O109.3
San Jose, Cal 109.2
Hempstead Township, N.Y. 108.7
Bartlesville, Okla 108.4
Dartiesville, Okia.
St. Petersburg, Fla108.2
Albany, Ga108.2

Sales Management's Research Department with the aid of Market Statistics, Inc., maintains running charts on the business progress of more than 283 of the leading market centers of the country.

Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's Survey of Buying Power.

Three Index Figures Are Given the first being "City Index, 1955 vs. 1939." This figure ties back directly to the official 1939 Census and is valuable for gauging the long-term change in market. It is expressed as a ratio. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month. In Canada the year of comparison is 1941, the most recent year of official sales Census results.

The second figure, "City Index, 1955 vs. 1954" is similar to the first except

that last year is the base year. For shortterm studies it is more realistic than the first, and the two together give a wellrounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1955 vs. 1954" relates the city's changes to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for These Data include
(a) special advertising and promotion
drives in spot cities, (b) a guide for your
branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of
letters for stimulating salesmen and forestalling their alibis, (f) determining
where drives should be localized.

*Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1954 which equals or exceeds the national change.

RETAIL SALES FORECAST (S.M. Forecast for November, 1955)

		City	
City	City	Nat'l.	
Index	Index	Index	- 5
1955	1955	1955	(Million
W.	W.	16.	November
1939	1954	1954	1955

United States

426.1 108.0 100.0 15696.00

Alabama	560.4	120.3	111.4	214.07
* Birmingham	522.3	120.6	111.7	45.96
★ Gadsden	598.7	120.4	111.5	6.59
* Mobile	672.6	120.0	111.1	18.23
★ Montgomery	483.6	113.1	104.7	13.15

RETAIL SALES FORECAST (S.M. Forecast for November, 1955)

		City	
City	City	Nat'l.	
Index	Index	Index	\$
1955	1955	1955	(Million)
VS.	VL.	W.	November
1939	1954	1954	1955

Arizona	679.6	112.7	104.4	96.51
Phoenix	744.5	106.9	99.0	31.34
★ Tueson	825.1	120.6	111.7	17.16

Arkansas	467.4	107.1	99.2	122.18
Fort Smith	498.4	104.5	96.8	6.93
Little Rock-North				
Little Rock	474.4	106.8	98.9	20.16

California	522.0	110.6	102.4	1458.10
Bakersfield	421.0	106.3	98.4	12.93
Berkeley	379.1	105.7	97.9	11.45
Fresno	454.6	104.2	96.5	21.32
* Long Beach	644.5	118.9	110.1	48.59
Los Angeles	440.6	107.6	99.6	303.23
★ Oakland	409.4	109.8	101.7	65.09
Pasadena	521.7	106.1	98.2	25.30
* Riverside	639.4	115.1	106.6	9.78
* Sacramento	451.0	112.8	104.4	31.35
* San Bernardino.	641.1	112.3	104.0	15.19
* San Diego	621.5	108.0	100.0	52.27
San Francisco .	338.5	107.7	99.7	114.18
★ San Jose	550.9	117.9	109.2	22.37
* Santa Ana	852.3	132.3	122.5	14.66
* Santa Barbara	412.4	108.1	100.1	8.45
Stockton	434.7	102.1	94.5	14.17
* Ventura	669.8	133.4	123.5	6.50
★ Lony Beach Los Angeles ★ Oakland Pasadena ★ Riverside ★ Sacramento ★ San Bernardino ★ San Diego San Francisco ★ San Jose ★ Santa Ana ★ Santa Barbara Stockton	644.5 440.6 409.4 521.7 639.4 451.0 641.1 621.5 338.5 550.9 852.3 412.4 434.7	118.9 107.6 109.8 106.1 115.1 112.8 112.3 108.0 107.7 117.9 132.3 108.1 102.1	110.1 99.6 101.7 98.2 106.6 104.4 104.0 100.0 99.7 109.2 122.5 100.1 94.5	48.59 303.23 65.09 9.78 31.35 15.19 52.27 114.18 22.37 14.66 8.45 14.17

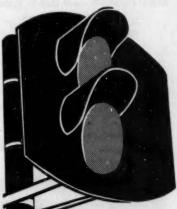
Colorado	439.2	110.7	102.5	157.47
* Colorado Springs	467.7	118.2	109.4	8.65
* Denver	413.7	108.6	100.6	64.74
* Puehlo	414.7	109.0	100.9	8.29

Need More Information?

For full population, sales and income data on these cities, see the

Survey Of Buying Power

your go-sign for sales



in the great Channel 8 Multi-City Market

WGAL-TV

LANCASTER, PENNA. NBC and CBS

The WGAL-TV Channel 8 market offers you a unique sales opportunity. It is a multi-city region, a diversified, prosperous area, a spending market—where 3½ million people own 912,950 TV sets and spend \$5½ billion yearly.

Channel 8 Multi-City Market



Harrisburg York Hanover Gettysburg Chambersburg Waynesboro Frederick Westminster Carlisle Sunbury Martinsburg Reading Lebanon Pottsville Hazleton Shamokin Mount Carmel Bloomshurg Lewisburg Lewistown Lock Haven Hagerstown

316,000 WATTS

STEINMAN STATION
CLAIR McCOLLOUGH, PRES.

Representatives

MEEKER TV, INC

New York Los Angeles Chicago San Francisco

More Food Sales in MIDDLETOWN

With \$6,429 income, Middletown families buy both staple and fancy foods in plus quantities. Middletown's food sales are \$683 above the U. S. family average. Total food sales—\$12,098,000—are \$5,327,400 above average volume.

And that's only part of the fabulous Middletown story.

In the rest of Middlesex County the families spend another \$12,222,000 for food . . . sending the market sales up to \$24,320,000.

A must food market for sure — but there's only one way to sell it . . . through the PRESS, only daily in the county. No combination of outside papers comes anywhere near equaling the PRESS coverage.





LOOKING FOR A
MARKET WITH BIG
SPENDABLE INCOME?
STAMFORD'S IS
\$188,120,000

That is 52% above the national average! The Advocate reaches 99% of the city homes...you can best reach this market through your advertising in the Advocate.

Stamford Advocate STAMFORD, CONN.

Represented by The Julius Mathews Special Agency

HIGH SPOT CITIES

RETAIL SALES FORECAST (S.M. Forecast for November, 1955)

		City	
City	City	Nat'l.	
Index	Index	Index	\$
1955	1955	1955	(Million)
VS.	VI.	95.	November
1939	1954	1954	1955

Connecticut	329.2	106.9	100.5	246,51
* Bridgeport	390.3	111.8	103.5	25.26
Hartford	329.1	104.3	96.6	31.43
Meriden-				
Wallingford	358.4	104.7	96.1	6.95
Middletown	401.2	104.8	97.0	4.21
* New Haven	327.8	113.5	105.1	25.17
* New London	343.6	115.2	106.7	5.84
Stamford	424.3	101.2	93.7	10.14
Waterbury	329.0	103.8	96.1	12.60

Delaware	490.6	107.3	99.4	47.29
Wilmington	397.8	106.4	98.5	22.72

District of Columbia

	369.4	110.8	102.6	130.37
★ Washington	 368.2	110.8	102.6	130.37

Florida	661.5	117.4	106.7	356.13
* Fort Lauderdale.	855.0	137.7	127.5	13.51
Jacksonville	493.2	106.6	98.7	32.11
★ Miami	693.6	118.6	109.8	62.91
* Orlando	586.2	119.3	110.5	13.54
* Pensacola	533.8	109.4	101.3	7.95
* St. Petersburg	637.5	116.9	108.2	18.29
★ Tampa	663.6	112.5	104.2	26.88

Georgia	464.0	109.4	101.3	254.02
* Albany	611.1	116.9	108.2	5.38
* Atlanta	447.0	108.2	100.2	67.72
Augusta	521.9	106.1	98.2	11.53
* Columbus	548.0	112.4	104.1	11.40
* Macon	429.4	108.2	100.2	9.53
Savannah	446.9	105.3	97.5	13.54



Automotive Sales 33% ABOVE Connecticut Average

In Connecticut . . . with the highest family income, fifth highest family retail sales of all states . . . you need a ladder to measure Norwalk's automotive sales—33% above the state average.

above the state average.

A plus of \$3,736,000 in the city of Norwalk sends total automotive sales up to \$15,050,000! And remember: Norwalk is the trading center of an area with 30,600 families . . . whose total automotive purchases last year are conservatively estimated at \$20,888,000!

The G eater Norwa'k market . . . with \$8,030 family income . . . offers advertisers a terrific potential —but you could miss badly if you failed to schedule the Hour, only daily serving this market.

The Norwalk Hour

96% Coverage of A.B.C. City Zone (60,425) 57% of the Trading Area

Represented by
The Julius Mathews Special Agency, Inc.

2ND in Connecticut Household Purchases!

If **your** line is furniture-house-hold-radio, remember:

Among all Connecticut cities of 25,000-or-more population, New London ranks 2nd in average sales per family for this merchandise group (SM '55 Survey).

Remember, too: THE DAY and only THE DAY covers this 61,500 ABC City Zone market.



HIGH SPOT CITIES

RETAIL SALES FORECAST (S.M. Forecast for November, 1955)

		City	
City	City	Nat'l.	
Index	Index	Index	\$
1955	1955	1955	(Million)
W.	.VS.	98.	November
1939	1954	1954	1955

Hawaii				
Honolulu	391.6	103.4	95.7	28.55
Idaho	438.0	111.7	103.4	67.50
★ Boise	396.6	110.7	102.5	7.69
Illinois	396.3	105.9	96.1	992.34
Bloomington .	355.6	102.1	94.5	6.40
* Champaign-				
Orbana	425.6	115.1	107.1	9.66
Chicago	342.5	104.4	96.7	456.14
★ Danville	381.7	108.6	100.6	6.53
* Decatur	414.5	115.7	107.1	12.10
East St. Louis	402.6	97.5	90.3	9.38
Moline-Rock				
Island-E.				
Moline	392.2	106.2	98.3	12.90
Pearia	334.5	107.7	99.7	17.96
Rockford	458.6	107.8	99.8	17.70
Springfield	384.4	105.4	97.6	13.84

Indiana	462.7	109.5	101.4	432.38
* Evansville	433.9	109.3	101.2	17.23
* Fort Wayne	466.5	114.7	106.2	23.04
★ Gary	499.5	115.9	107.3	19.03
Indianapolis	424.7	106.7	98.8	70.42
Lafayette	395.4	105.0	97.2	6.41
Muncie	380.1	105.9	98.1	7.87
South Bend	471.4	105.3	97.5	19.89
Terre Haute	344.7	103.8	96.1	10.20

lowd	204.2	100.0	30.9	211.12
* Cedar Rapids	445.9	108.3	100.3	12.97
* Davenport	391.2	109.9	101.8	11.81
Des Maines	397.6	107.2	99.3	28.78
Dubuque	396.1	105.5	97.7	6.85
Sieux City	314.1	96.6	89.4	10.87
Waterloo	373.5	104.2	96.5	9.34

population, sales and income date on these cities see the May 10 A DWER MANAGE Survey Buying Power

RETAIL SALES FORECAST
(S.M. Forecast for November, 1955)

		City	
City	City	Nat'l.	
Index	Index	Index	\$
1955	1955	1955	(Million)
VS.	WS.	VS.	November
1939	1954	1954	1955

Kansas	468.6	106.2	98.3	194.45
* Hutchinson	424.9	109.3	101.2	6.03
Kansas City	462.2	106.9	99.0	14.28
Topeka	447.0	107.5	99.5	12.43
Wichita	626.1	102.7	95.1	29.30
Kentucky	427.6	106.9	99.0	294.91
Lexington	400.4	107.6	99.6	11.65
Louisville	434.2	106.9	99.0	50.02
	466.9	95.0	88.0	6.02

Louisiana	301.0	703.0	200.3	270.05
Baton Rouge	565.5	106.8	98.9	13.80
* Lake Charles	648.2	114.6	106.1	6.42
★ Monroe-West				
Manrue	493.4	112.5	104.2	8.44
New Orleans	425.3	104.7	96.9	58.74
* Shreveport	479.6	115.1	106.6	19.81

100% COVERAGE ... metropolitan DEGATUR, ILLINOIS

Population: 108,800 Retail Sales: \$140,338,000

62.1% Coverage

Decatur Official Rand McNaily 10-County Trading Area Pop. 284,608—Retail Sales \$308,747,000

49.4% Coverage

Total Herald and Review
15-County Morket
Pop. 408,300
Retail Sales: \$434,980,000
Source: SM (1955), ABC (9-30-54)

Write for "The Decater Stary" See the spectacular expansion of The Boom City of Illinois

Decatur Herald and Review

A Lindsay-Schaub Newspaper Member Illinois Color Comic Group Jam & Kelley, Inc., Nat'l Reps.

YOU'RE LOST IN

MERIDEN-WALLINGFORD Conn.

Without The

RECORD & JOURNAL

You won't cover this \$77,281,000* retail market with Hartford or New Haven newspapers. Only The Record & Journal gives you Meriden-Wallingford, and a fat 97% market coverage to boot. Put your product out front here with—
(*SM '55 Survey)

The Meriden

RECORD & JOURNAL MERIDEN, CONNECTICUT

National Representatives: Gilman, Nicoli & Ruthman



YOUR ADVERTISEMENTS IN THE

PORTLAND, MAINE NEWSPAPERS SELL

Two-Thirds of Maine*

- *61% of Population
- *65% of Income
- *64% of Retail Sales
- *65% of Food Sales
- *60% of Genl. Mdse.
- *67% of Furn-Hsld-
- Radio Sales
- *61% of Automotive
- *65% of Drug Sales
- *76% of Industrial Payrolls
- *A 9-COUNTY SALES AREA



\$580,197,000

Portland Famous for RESULTS

When advertisers want results fast, they test in Portland . . . most used test market in the Nation in 75-100,000 population group . . . 6th among all groups regardless of size.

For fast results, big results, schedule the PORT-LAND, MAINE NEWSPAPERS. Whether you're testing or advertising for mass sales, they produce in a big way . . . covering 94% of the city and trading area, 52% of the nine counties.

PORTLAND, MAINE NEWSPAPERS

PRESS HERALD

EVENING EXPRESS

SUNDAY TELEGRAM

78,668 Daily

93,222 Sunday

Represented by The Julius Mathews Special Agency, Inc.

HIGH SPOT CITIES

RETAIL SALES FORECAST

(S.M. Fore	cast for	Novemb	er, 1955	5)
			City	
	City	City	Nat'l.	
	Index	Index	Index	\$
	1955	1955	1955	(Million)
	VS.	VS.	VI.	November
100	1939	1954	1954	1955
Maine	329.8	105.4	97.6	81.30
Banger	323.3	102.6	95.0	5.79
Lewiston-Auburn.	339.5	107.1	99.2	7.60
Portland	306.5	103.7	96.0	12.38
Maryland	434.1	107.3	99.4	235.59
Baltimore	351.3	105.8	98.0	117.41
Cumberland	256.6	104.4	96.7	4.82
* Hagerstown	395.6	120.1	111.2	6.05
Massachuse				
	311.8	104.5	96.8	474.76
Boston	263.8	100.8	93.3	113.73
Brockton	290.5	104.4	96.7	8.02
Fall River	319.5	105.4	97.6	11.37
Holyoke	345.2	102.5	94.9	6.66
* Lawrence	323.0	109.4	101.3	10.17
* Lowell	382.4	111.0	102.8	10.40
Lynn	292.3	103.7	96.0	10.67
* New Bedford	333.3	108.3	100.3	11.97
Pittsfield	327.1	107.7	99.7	7.00
* Salem	361.5	108.4	100.4	6.25
Springfield	308.5	103.5	95.8	22.74
Worcester	314.7	105.3	97.5	25.68

Check Them Off ...

PITTSFIELD HAS **EVERYTHING** PLUS

PLUS MONEY. \$214,710,000 Income . \$1,560 per capita . . . USA \$1,545.

PLUS SALES. \$152,162,000 . . . representing 71% of income . . . USA 68%. PLUS RESPONSIVENESS. Highest Per Capita Sales (\$1,106) of all the state's

metropolitan markets . . . Mass. \$1,077. PLUS COVERAGE. The Berkshire Eagle provides better than 100% coverage of city zone, 78% of metropolitan area.

PLUS SELLING IMPACT. The Eagle holds the confidence of both readers and retailers. Reliable authorities show it to be one of the best read newspapers anywhere . . AND IT CARRIES MORE LOCAL LINAGE THAN ANY OTHER SINGLE NEWSPAPER IN

For PLUS RESULTS. Schedule The

BERKSHIRE EVENING EAGLE

PITTSFIELD, MASS

Represented by The Julius Mathews Special Agency, Inc.

HIGH SPOT CITIES

RETAIL SALES FORECAST (S.M. Forecast for November, 1955)

		City	
City	City	Nat'l.	
Index	Index	Index	5
1955	1955	1955	(Million)
VS.	VS.	VS.	November
1939	1954	1954	1955

Michigan	516.8	116.9	106.2	824.61
* Battle Creek	441.5	109.1	101.0	9.45
Bay City	383.7	103.8	96.1	7.33
* Detroit	483.3	118.5	109.7	282.80
* Flint	512.5	116.4	107.8	32.34
Grand Rapids	415.5	107.5	99.5	29.50
★ Jackson	434.0	118.5	109.7	10.68
★ Kalamazoo	407.1	113.5	105.1	12.90
* Lansing	454.6	109.5	101.4	18.64
★ Muskegon	438.8	110.5	102.3	9.08
* Pontiac	560.0	112.9	104.5	15.29
* Port Huron	416.1	111.2	103.0	6.62
* Royal Oak-				
Ferndale	733.4	113.7	105.3	14.01
★ Saginaw	440.6	109.8	101.7	13.92

Minnesota	350.9	104.0	96.3	312.72
Duluth	297.3	101.0	93.5	12.57
Minneapolis	319.9	102.1	94.5	75.75
St. Paul	307.0	105.3	97.5	45.25

Mississippi	490.6	111.8	103.5	121.43
★ Jackson				12.11
* Meridian	414.7	110.1	101.9	4.44

Missouri	413.1	106.8	98.9	399.10
Joplin	341.4	103.4	95.7	5.43
Kansas City	423.0	105.2	97.4	83.68
St. Joseph	302.7	99.1	91.8	7.72
St. Louis	344.9	106.7	96.8	107.29
* Springfield	431.8	110.6	102.4	9.89

Montana	341.0	106.8	98.9	66.32
Billings	404.3	102.0	94.4	6.63
* Butte	248.6	114.7	106.2	5.49
Great Falls	352.6	102.3	94.7	6.31

1				
Nebraska	412.5	103.8	96.1	143.58
★ Lincoln	403.8	110.5	102.3	13.89
Omaha	350.2	99.6	92.2	32.50

RETAIL SALES FORECAST (S.M. Forecast for November, 1955)

		City	
City	City	Nat'l.	
Index	Index	Index	\$
1955	1955	1955	(Million)
VS.	¥8.	VS.	November
1939	1954	1954	1955

Nevada	478.6	109.5	101.4	25.94
★ Rena	433.3	108.6	100.6	8.71

New Hampshire

	316.5	106.0	98.1	50.76
Manchester	313.8	103.9	96.2	9.29
Nashua	320.9	107.8	99.8	4.07

New Jersey	388.8	106.7	98.8	538.46
Atlantic City	335.3	103.5	95.8	13.14
★ Camden	423.0	114.2	105.7	18.32
* Elizabeth	369.0	111.2	103.0	14.61
* Jersey City-				
Hoboken	309.6	108.1	100.1	31.54
Newark	296.7	102.1	94.5	65.06
Passais-Clifton .	375.1	104.4	96.7	15.94
* Paterson	375.2	110.7	102.5	22.74
Trenton	334.6	99.8	92.4	19.24

New	Mexico	558.9	103.7	96.0	61.59
Albuq	uerque	759.2	102.8	95.2	15.56

New York	338.7	103.0	95.4	1655.63
Albany	314.5	98.9	91.6	20.95
Binghamton	340.0	106.5	98.6	12.72
Buffalo	358.4	106.8	98.9	78.88
Elmira	337.8	97.5	90.3	8.00
* Hempstend				
Township	627.4	117.4	108.7	65.25
★ Jamestown	388.2	111.7	103.4	7.18
New York	306.1	99.9	92.5	859.39
Niagara Falls	382.1	107.2	99.3	11.92
Poughkeepsie	337.1	105.3	97.5	8.36
Rochester	318.9	106.6	98.7	47.6

Need More Information?

For full population, sales and income data on these cities, see the

Survey of Buying Power

A \$10,568,000 FOOD BASKET

That's what Biddeford-Saco families spend for food. They average \$1,149 per family... against \$868 for the U.S., \$1,055 for Maine.

95% of these families read the Journal religiously . . . because it's packed with local news — their kind of news. The 5% fringe? Frankly, we don't think you're too concerned about it—seeing that the Journal . . . and it alone . . . packaged this responsive food market in one "basket", and offers it to advertisers at such little cost.

JOURNAL

Represented by The Julius Mathews Special Agency, Inc.

TAUNTON \$3,838 Family Sales

Taunton's family sales are the highest of Bristol County's three major markets — \$267 higher than the national average, \$140 above the Massachusetts average.

The Gazette . . . alone . . . offers you an approach to this market—with 90% coverage of the city's homes. Without the Gazette, you're on a wide detour around Taunton . . . and \$43,491,000 retail sales is a pretty expensive detour.

Taunton Gazette

TAUNTON, MASS.

Established 1884

Represented by The Julius Mathews Special Agency, Inc.

PAYROLL

UP \$2.5 MILLION AT ROME, N.Y.

The recent federal employee pay raise has boosted the 1955 payroll at Griffiss AFB more than \$2.5 million a year.

This extra cash buying power is a stable, permanent addition to the huge civilian and military \$31 million wages now being paid at the Rome Base.

Aim your advertising at this greater, dependable spending power in Central N. Y.'s only High-Spot city.

A check of ABC figures
will prove
YOU CAN'T COVER THE
BOME AREA WITHOUT THE

ROME

DAILY SENTINEL

Now over 17,000 circulation

Call, wire or write W. S. DeHimer, Adv. Dir. for complete merchandising and market services to supplement your campaigns.

Top-Heavy

But We Like It That Way

Total sales volume in Little Falls stores is greater than the city's effective buying income. Our people earned \$12,815,000 last year; our retailers took in \$13,001,000.

As you can see, we're not a big market. But we are a big bny! About 30,000 people . . . 9,000 families . . . in this area depend on Little Falls for goods — and news. The Times, with its saturation coverage and intimate readership, wraps up the Little Falls market in a terrific sales package . . . and offers a big buy at very small cost.

LITTLE FALLS TIMES

LITTLE FALLS, N.Y.

Represented by
The Julius Mathews Special Agency, Inc.

HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for November 1955)

		and men	
		City	
City	City	Nat'l.	
Index	Index	Index	8
1955	1955	1955	(Million)
W.	W.	15.	November
1939	1954	1954	1955

New York (cont.)

★ Rome	AAE E	100 2	101 2	4.68
Schenectady	357.7	102.2	94.6	14.09
Syracuse	342.9	103.2	95.6	31.96
Trey	326.5	105.1	97.3	10.15
Utica	339.0	105.3	97.5	13.46

North Carolina

		212.6	112.0	103.7	286.12
	Asheville	374.2	103.1	95.5	8.50
*	Charlotte	509.1	113.7	105.3	21.33
	Durham	384.7	95.1	88.1	8.43
*	Greensbero	741.4	121.1	112.1	18.17
*	Highpoint	442.3	113.5	105.1	5.13
*	Raleigh	473.0	110.6	102.4	10.60
*	Salisbury	347.5	106.1	100.1	3.41
	Wilmington	447.9	106.8	98.9	5.78
*	Winston-Salem .	431.5	109.8	101.7	11.09

North Dakota

	468.6	103.1	95.5	64.11
Farge	362.0	102.2	94.6	6.48

Ohio	426.4	110.4	102.2	912.23
* Akron	407.5	112.1	103.8	38.88
* Canton	382.2	111.6	103.3	17.62
Cincinatti	363.3	107.6	99.6	73.61
* Cleveland	376.7	109.1	101.0	139.21
Columbus	370.7	102.0	94.4	51.90
★ Dayton	454.0	111.1	102.9	42.50
★ Elyria	544.4	115.9	107.3	5.93
Hamilton	512.9	105.9	96.1	9.18
Lima	408.9	104.9	97.1	8.01
★ Lorain	546.5	116.1	107.5	8.03
* Mansfield	434.4	114.2	105.7	8.21
* Middletown	493.2	109.6	101.5	6.31
Portsmouth	410.8	104.1	96.4	6.82
Springfield	371.7	105.2	97.4	10.04
* Steubenville	307.4	115.9	107.3	6.36
* Toledo	406.3	112.6	104.3	47.01
* Warren	497.9	118.0	109.3	9.51
* Youngstown	362.5	113.0	104.6	25.45

★ Zanesville 321.6 109.1 101.0

population, sales and income data on these ciri s see the May 10

> Surve, Buying Power

MANAG



5.50

Percentagewise SALISBURY is one of America's outstanding markets

Test after test by major companies prove Salisbury to be one of the most responsive markets, percentagewise, in the U.S. Because of POST influence, built up over 50 years, and a highearning, free-spending population, you can expect a remarkably satisfactory ratio of sales to advertising expenditure in this wonder market of North Carolina.

17,000 circulation. Only paper in the market.

1

Food preserence survey now ready. Write for your copy.



Salisbury, North Carolina

There's This About

IT'S ISOLATED

And worth over \$78½ million in food, drug, and total retail sales! (S.M. '55 Survey) But you need inside coverage to pre-sell isolated Woonsocket. The Call delivers 98% of the city's homes, plus the surrounding industrial areas. Pre-sell this 100,000-plus market now—from the inside—through Woonsocket's one-and-only local daily, the—

WOONSOCKET CALL

Representatives: Gilman, Nicoll & Ruthman Affliated: WWON, WWON-FM

COVERS RHODE ISLAND'S PLUS MARKET

ALL THIS and COLOR Too

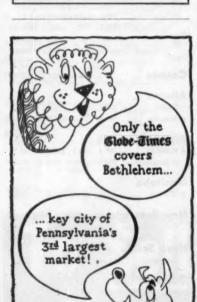
Altoona is an isolated, self-contained market . . . with 138,000 people . . \$186,710,000 Income . . \$132,681,000 Retail Sales . . \$41,562,000 Food . . \$14,453,000 General Merchandise . . \$10,089,000 Furn.-Hshld-Radio . . \$20,015,000 Automotive . . and \$2,756,000 Drug sales.

Altoona ranks third among the state's 14 metropolitan areas in family food sales—with \$1,026!

Nearly 12,000,000 lines of advertising in 1954 testify to advertisers' confidence in the Mirror's coverage and selling power. To 95% coverage of city zone and 81% coverage of the metropolitan area the Mirror adds the extra impact of Full ROP Color. The Mirror and Altoona add up to RESULTS!



RICHARD E. BEELER, Advertising Manager



HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for November, 1955)

City City Nat'l.
Index Index Index \$
1955 1955 (Million)
vs. vs. November
1939 1954 1955 1955

Oklahoma

* Bartlesville	478.2	117.1	108.4	3.44
Muskogee	311.7	102.1	94.5	3.52
* Oklahoma City .	443.5	108.3	100.3	35.79
★ Tuisa	554.8	111.1	102.9	33.06

Oregon	493.9	110.2	102.0	191.49
* Eugene	622.8	113.7	105.3	9.90
* Portland	412.1	109.4	101.3	66.52
Salem	453.4	101.7	94.2	8.12

Pennsylvania 578.2 106.8 98.9 1038.43

	-		2012	4000140
* Allentown	. 370.1	110.9	102.7	15.80
Altoona	. 298.1	107.1	99.2	8.38
Bethiehem	. 391.7	107.5	99.5	7.48
Chester	. 427.4	106.5	98.6	9.87
Erie	. 447.5	107.2	99.3	19.02
Harrisburg	. 359.0	103.1	95.5	15.87
Hazleton	. 294.6	103.8	96.1	4.36
* Johnstown	. 326.0	113.2	104.8	10.30
Lancaster	. 316.9	106.2	96.3	9.95
Norristown	. 376.0	106.1	98.2	5.60
Oil City	. 285.5	99.8	92.4	2.46
Philadelphia	. 340.5	101.0	93.5	229.52
* Pittsburgh	. 367.6	114.9	106.4	108.98
* Reading	. 360.8	114.2	105.7	17.39
Scranton	. 266.5	102.5	94.9	13.19
Wilkes-Barre	. 304.9	104.9	97.1	11.13
Williamsport	. 358.2	104.2	96.5	6.55
York	. 330.6	99.6	92.2	8.70

Rhode Island

341.4 113.2	70-4'0	82.41
* Newport 364.0 111.7	103.4	4.22
★ Providence 308.3 112.9	104.5	35.73
Woonsocket 321.8 107.9	99.9	5.47

South Carolina

	478.4	109.3	101.2	139.27
★ Charleston	418.7	101.4	102.2	10.72
★ Columbia	496.9	108.6	100.6	14.51
* Greenville	497.6	111.6	103.3	11.39
Spartanburg	460.5	100.3	92.9	7.55

South Dakota

South Dakot	a			
	450.1	109.0	100.9	66.80
Aberdeen	440.4	99.6	92.2	3.66
* Sioux Falls	426.6	111.7	103.4	8.75
Tennessee	466.7	106.7	98.8	248.02
★ Chattanooga	456.4	106.9	100.8	22.41
Knowille	438.7	107.7	99.7	20.31
Memphis	431.2	102.4	94.8	51.35
Nashville	432.5	107.9	99.9	30.58

ABOUT NORRISTOWN, PA.

In per family food sales, Norristown, Pa. ranks

- 38.7% higher than Philadelphia!
- 29.6% higher than Reading!
- 24.7% higher than Lancaster!

Write today for complete Market Data File.

Only the Norristown Times Herald completely covers the rich Norristown Food Market.



Represented Nationally
By The
Julius Mathews Special Agency



NEWPORT

RHODE ISLAND

Best Preferred High-Spot City Rating in all New England.

In October, Newport's sales were 15.5% above October, 1954—and 6% above the U.S. gain. No other New England city matched that pace!

Family income in Newport city and county tops all other incomes in the state. With the best family sales potential in Rhode Island . . . and the bet sales performance in New England . . . you can't miss in Newport.

Covered only by the newspaper with the largest circulation in southern Rhode Island.

The Newport Daily News

Newport County's Only Daily
The Julius Mathews Special Agency, Inc.

Need More Information?

For full population, sales and income data on these cities, see the

Survey of Buying Power

Rolland L. Adams, President

The

Bethlehem

Clobe-Times



ASSISTANT SALES TRAINING DIRECTOR

For large, nationally known food processing organization with head-quarters in medium sized midwest university city. Will have immediate responsibility for training activities at the sales management level. To a qualified man this position can lead to increased status and responsibility. Must have college degree and at least two years experience in the training field. Should be able to provide training in Human Relations, Conference Leadership, Supervision, and Selection of personnel. Submit complete details including salary requirement. Write: Box 3161.

SEND YOUR PERSONALITY ALONG

Speak simultaneously to all salesmen, distributors, regardless of number or locale, for less than \$1 per hour per branch via our tape duplication service. Any number of branches in USA covered in 48 hours. Full facts from—

RECORDED PUBLICATIONS LABS 1540-1532 Pierce Ave., Comden 5, N.J. WOodinwn 2-3000 WAlnut 2-4649

HIGH SPOT CITIES

RETAIL SALES FORECAST (S.M. Forecast for November, 1955)

> City City Nat'l, Index Index Index

City

	1955	1955	1955	(Million)
	1500	W.	13.00	November
	1939	1954	1954	1955
	1939	1994	1934	1935
Texas	532.8	109.7	101.6	842.07
* Abilene	. 697.5	116.4	107.8	8.79
* Amarillo	628.9	114.7	106.2	14.59
* Austin	11 11	109.2	101.1	17.42
Beaumont		104.4	96.7	13.56
Cornus Christi	626.1	101.1	93.6	17.53
★ Dallas		109.3	101.2	81.36
# El Paso		114.5	106.0	20.93
Fort Worth		107.8	99.8	51.59
Galveston		103.9	96.2	9.53
Houston	-	106.9		92.19
			99.0	
* Laredo		110.0	102.8	4.86
* Lubbock		119.3	110.5	15.94
* Port Arthur		111.5	103.2	8.18
San Angelo		105.5	97.7	6.37
* San Antonio		110.3	102.1	50.13
Texarkana		100.5	93.1	6.62
* Tyler		111.8	103.5	6.73
Waco		104.2	96.5	12.60
* Wichita Falls .	. 486.2	108.4	100.4	9.82
Utah	489.8		103,0	73.27
Ogden	. , 469.8	99.8	92.4	8.03
* Salt Lake City	. 414.0	113.2	104.8	27.58
Vonment	200.4	200.0		
Vermont	320.4	102.0	94.4	
Burlington	352.9	102.5	94.9	
Rutland	280.9	98.5	91.2	2.84
Virginia	499.3	109.3	101.2	274.79
Danville	501.1	105.9		6.92
Lynchburg			99.7	6.91
* Newport News		116.3	107.7	10.05
* Norfolk	534.6	111.5	103.2	29.88
Portsmouth		105.3	97.5	
Portsmouth		105.3	96.3	
	~ ~ ~ ~ ~			
* Roanoke	441.8	110.2	102.0	14.05
Washingto	n 448.8	105.8	100.7	262.21
Bellingham				
* Everett	466.7			
Senttle	396.6			
* Spokane				
* Tacoma				
A taroma	423.0	413.3	204.3	20.00

★ Yakima 433.4 108.9 100.8

Charleston 376.6 100.4 93.0

Huntington ..., 380.8 103.4 95.7

★ Wheeling 316.6 109.3 101.2

West Virginia

8.67

14.50

10.43

8.86

367.0 104.6 96.9 129.92

RETAIL SALES FORECAST (S.M. Forecast for November, 1955)

			City	
	City	City	Nat'l.	
	Index	Index	Index	\$
	1955	1955	1955	(Million)
	VS.	VS.	VS.	November
	1939	1954	1954	1955
Wisconsin	401.0	107.7	99.7	374.20
* Appleton		109.3	101.2	5.73
Green Bay			98.2	8.10
	470.5		104.6	8.05
La Crosse			98.3	6.93
Madison		107.0	99.1	13.55
Milwaukee		106.3	98.4	90.29
Oshkosh		101.1	93.6	5.87
* Racine	. 438.8	111.7	103.4	10.40
Sheboyum	. 361.9	104.7	96.9	5.79
Superior	. 279.1	101.7	94.2	3.60
Warming				24.03
Wyoming	412.4	104.3	96.6	36.21
Casper	. 508.2		92.1	5.18
Cheyenne	. 440.8	107.1	99.2	5.33
RETA	IL SALE	S FORE	CAST	
(S.M. For	ecast for	Novemi	er, 1955	5)
			City	
	City	City	77.7	
	Index	Index		
				(Million)
	VS.	VS.		November
	1941	1954	1954	1955
Canada	369.5	101.0	100.0	1077.00
Alberta				
Calgary	. 368.1	104.8	97.9	16.16
★ Edmonton	. 495.5	107.9	100.8	20.07
British Col	umbio	,		
* Vancouver	. 400.4	109.1	102.0	49.20
Victoria	. 293.5	105.9	99.0	9.13
Manitoba				
* Winnipeg	267.0	107.4	100.4	30.87
New Bruns	wick			
Saint John .	252.2	100.0	93.5	5.27
Nova Scot	ia			
Halifax	236.5	5, 104.5	97.7	10.24
Ontario				
Hamilton	287.9	105.1	98.2	21.22
London	377.2	102.0	95.3	12.75
★ Ottawa				
Toronto				
★ Windsor	300.4	118.2	2 110.5	13.64
Quebec				
Montreal				
Quebec	305.0	0 102.	95.3	16.32
Saskatche				
Regina	324.	4 100.	5 93.9	10.41

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THE SCRATCH PAD

By T. Harry Thompson



With the Miss America contest so recently over, I think of the Miss Universe contest which preceded it, and the charming reply of Miss Greece when asked if she would now return home: "No. I like here."

Lux Liquid Detergent picked a pat line: "The next best thing to a dishwashing machine."

COOK-BOOK: A volume with many stirring passages.—Mary Wilson.

BUTCHER: Your friendly used-cow dealer.—Don Raihle.

And Margaret Blair Johnstone defines "courage" as "Fear that has said its prayers."

Rhythm Section: "Nature, in her own sure way, put the flavor in P.A."

Up-Chuck Dep't: Editor of a house-magazine queried his readers on what they did with old, decommissioned tooth-brushes. One said she used them "to brush silk from corn." Another, "to smooth frosting on cakes." Yipes!

TV gagsters are still milking the one about the African queen who was "the last of the red-hot Mau Maus."

An old-timer is one who can remember Zu-Zu ginger snaps.

By logical reasoning, a cannibal would prefer a limb-burger.

Newark's Walt Statham wants to wind up Russ Simmons's Shell-gasoline quips with: "Oh, Golden Shell!"

I'm not exactly flattered when I get a receipt reading: "Paid by check subject to collection." Meaning, provided it doesn't bounce.

We never print puns, especially after hearing Arnold Stang say a bun is the lowest form of wheat.

Cooler weather reminds me: Bears are born with fur coats, yet choose to hibernate in the only season when a fur coat is, you should excuse the expression, bearable.

Used-car dealers have an interesting lexicon, with "cream-puff" at the top and "egg-beater" at the bottom.

Speaking of TV, which I am, perhaps too often, I caught these lines in passing: "Nouveau or not, it's nice to be riche" . . . "Take a long walk on a short pier!"

"The only hopeless failure is the person who has ceased to strive for success."—B. C. Forbes.

Inflationary version: You can't have the cake and the nickel too.

"Having a wonderful climb," caroled Buick in the vacation season. I would have added a postscript: "Wish you would hear."

Cocktail lounges are half-lit to match the patrons, according to Pause.

Louise Hall, of *Grit*, sends a newsclip about milk prices being raised a cent a quart "to stimulate farmers into heavier milk production." "A miracle for a penny?" she asks, on the premise that it is *cows* that produce milk and not *farmers*.

McKee & Albright, Philadelphia agency, will shutter at year's end after 27 years. The principals will retire. I worked with them at the late and unlamented F. Wallis Armstrong agency away back there.

Some famous people have their names on American money, it says here, but most of us are satisfied to get our hands on it.

In motto mood, Herb Dickson says the man who really wants to do something finds a way; the other finds an excuse.

With vandalism rampant everywhere, Philadelphia's Fairmount Park Commissioners ar rying rhymed persuasion via painted signs:

Let no one say, And say it to your shame, That all was beauty here Before you came.

Orville Reed thinks it's nice for children to have pets . . . until the pets start having children.

Quoteworthy: "Try praising your wife, even if it does frighten her at first."—Billy Sunday.

Some day, conceivably, a gasoline commercial will explain away a technical term by saying: "The more octane, the less knocktane."

Some say a price-level of \$500 is the key that will unlock the mass market for color TV sets.

I've been expecting a cigarette to talk about "the filter that doesn't falter."

A cynic might describe a politician as "the father of the bribe."

In *Time* lingo, he is "burned-out (61) Asbestoscion Tommy Manville." Similar *Timese* gives us "Aeronaughty TV Impresario Arthur Godfrey."

Closing thought by David Grayson: "Happiness is nearly always a rebound from hard work."



Best for meeting customer demand...all year round United Air Lines Air Freight

Many businesses first learned the advantages of United Air Lines Air Freight by using it to "fill in" inventories during peak buying seasons.

Now they use it profitably and enthusiastically throughout the entire year for many other good reasons—to maintain a better control of inventories... to improve customer service... to obtain higher prices through better service... to reduce the number of cancelled orders through faster delivery... to protect the condition and appearance of goods at destination by reducing in-transit

damage . . . and to bring down the cost of packing, crating and warehousing.

Why not plan to use United Air Lines Air Freight regularly during the coming year? The cost is lower than you might think. For example, a leading dress manufacturer ships children's dresses coast to coast for only about 14¢ each!

Remember, too, only United offers Reserved Air Freight space on all equipment—not only over its own routes, but world-wide through connecting airline agreements.

For speed, dependability and economy, learn the advantages of United Air Lines Air Freight Service. Call the nearest United Air Lines Representative or write for free booklet, "Industry's Flying Partner." Cargo Sales Div., Dept. B-11, United Air Lines, 5959 S. Cicero Avenue, Chicago.



What did the oilman learn about big dame hunting in Chicago?

nce there was an oilman without an air-conditioned Cadillac or a railroad to his name. And he'd never heard of Texas.

His name was Sam and he was a big salad oil man with a gourmet's taste for lettuce (the folding kind) and tomatoes (the lady kind).



The moral to our story is this: Get the advice of experts who know the hunting grounds before you go big dame hunting in Chicago.





Now Sam had an eve for business as well as pleasure, so he tried to capture the Chicago salad oil market as well as its feminine hearts

with one big hunting expedition. He lured every housewife in Chicago with two coupon mailings and offered as bait a 20% reduction on the purchase price of his salad oil. This little safari cost Sam a pretty penny, (15,000,000 of them, to be exact) but he

figured that once a woman had sampled his wares, she was his to have and hold for the rest of her life.



But Sam misfired as a big dame hunter and bagged far under his limit. So Sam told his tale of woe to a joe who scouted advertisers for the Chicago Tribune. Joe explained Sam's plight to the Nimrods of the Tribune's research department and together they came up with this covey of eye-opening facts:



Of Chicago housewives who used Sam's coupons. 27.5% had previously bought his salad oil at the regular price. And

only 27.6% of the coupon users bought Sam's oil afterwards at the regular price-a net gain of only 1/10 of 1%. This fact, plus several case histories, proved that consumer pre-selling rather than a price deal was what Sam needed to capture the market. Instead of spending \$150,000 on two coupon deals, Sam could have done some real selling with 37 color pages in the Chicago Tribune. Sam treasured all these facts, and the next time he had a hankering for lettuce and tomatoes, he knew just where to go to get them.

Nobody knows Chicago like the Tribune.

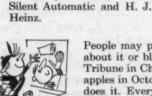


The Tribune has spent several million dollars to find out facts that vitally affect your Chicago sales. It knows who your best customers are, where they

live and shop, why they buy. This valuable information is yours for the asking.

Nothing sells the Chicago market like the Tribune.

Retail sales in Chicago and the 206 Chicagoland counties are big-valued at \$17 billion. And the best way to sell this market is through the Tribune. Does advertising in the Tribune pay? Just ask advertisers like Chas. A. Stevens & Co., the C. B. & Q. Railroad, Timken



People may praise the Tribune, fuss about it or blast it-but reading the Tribune in Chicago is just like eating apples in October. Almost everybody does it. Everybody feels its impact. Practically 3 out of 4 families in the Chicago metropolitan area read the Tribune-almost half of all the families in 839 midwest towns read it. (Only 12%

of metropolitan Chicago gets the largest national magazine-and less than 1 out of 10 tunes in on an average evening TV show.)

> So if you want to know something about Chicago, call in a joe from the Chicago Tribune and put him to work finding out.

P. S. Always remember . . .



If you want to SELL Chicago

TELL Chicago in the Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

